RETENTION OF JUNIOR OFFICERS IN THE SURFACE NAVY

Thomas Joseph Lopez

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THESIS

RETENTION OF JUNIOR OFFICERS

IN THE SURFACE NAVY

BY

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Thesis Advisor: R. S. Elster

June 1973

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Retention of Junior Officers

in the Surface Navy

by

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Lieutenant Commander, United States Navy
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ABSTRACT

The Surface Navy has had and is facing a serious problem in the area of retention of Surface Junior Officers. Through interviews and questionnaires, this study identified and examined pertinent aspects of that issue. Subjects were 162 Surface Junior Officers who were students at the Naval Postgraduate School. The results of the study revealed retention factors which appeared uppermost in the minds of the officers surveyed. Recommendations for change and attractive aspects of the Surface Navy were indicated by the respondents. Recommendations to possibly effect improvement in the Surface retention rate were included by the author.

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I. INTRODUCTION

Traditionally, when one thinks of the Navy, the image of the young officer, binoculars in hand, on the wing of the bridge, springs to mind. One perceives the young officer challenging the sea from a position of responsibility to his crew, his captain, his Navy, and his country.

A question arises. Why aren't these young officers being retained in sufficient quantities as Surface Line Officers in the United States Navy? The question demands consideration!

The purpose of this study is to identify some of those factors which have motivated, are motivating, or would motivate young capable officers to remain in or leave the Surface Navy of today. The medium ultimately used to identify those factors is a carefully designed questionnaire.

Admiral Bagley stated in February of 1972 that "...we continue to have problems in the retention of surface line and medical officers. These two communities will constitute our most serious officer-retention problems as we move into a zero draft environment."[1]

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[1] U.S., Congress, Senate, Subcommittee on Appropriations, Hearings on H. R. 16593, Department of Defense Appropriations for Fiscal Year 1973, 92nd Cong., 2nd session, Washington, D. C.: U.S. Government Printing Office, 1972, Part 3, p. 327.

Bureau of Naval Personnel retention statistics as presented in Table I show vividly the problem facing the Navy in retention of the Surface Junior Officer. Although the Nuclear Submarine and Aviation Communities in recent years have shown progress toward their respective retention goals, the Surface retention rate has steadily declined from the 20 percent figure of 1967 to 14 percent in 1972, with 1973 projected as another 14 percent retention year. At best, 1973 promises to show a bottoming out effect, but no real expectation of an upward trend.

In today's increasingly complex Navy there is a constantly growing demand for technical competence and managerial expertise in the Surface Navy's Officer Corps. Therefore, the Navy's percentage goal of retention must be intermeshed with that of retaining those officers who best fit the needs of a technologically and socially complex service.

A most logical sample of officers, pre-selected not only for their academic prowess, but for their professional performance as well, would be the Junior Officer Surface Warfare Community at the United States Naval Postgraduate School in Monterey, California. Certainly this is a biased sample, but that is the intent. The officers of the Naval Postgraduate School have the qualities for which the Navy is searching. By the very fact that most of them are obligated for two or more years beyond their minimum service due to their assignment to the Naval

TABLE I

OFFICER RETENTION STATISTICS

AT MINIMUM SERVICE REQUIREMENT,
PLUS, TWO YEARS

WARFARE SPECIALTY	FY-67	FY-68	FY-69	FY-70	FY-71	FY-72	FY-73*	GOALS
Nuclear Submarine#	72%	58%	50%	33%	33%	41%	47%	50%
Pilots	57%	43%	31%	25%	27%	34%	42%	52%
Surface	20%	17%	18%	16%	17%	14%	14%	30%

REGULAR/RESERVE COMPARISON (AT MSR + 2 YEARS)

PILOTS	FY-70	FY-71	FY-72	FY-73*
Overall Retention	25%	27%	34%	42%
Regular Commissioned Officers	34%	39%	43%	56%
Reserve Commissioned Officers	21%	22%	29%	37%
110X/111X OFFICERS (SURFACE)				
Overall Retention	16%	17%	14%	14%
Regular Commissioned Officers	39%	38%	40%	45%
Reserve Commissioned Officers	10%	11%	8%	9%

NUCLEAR SUBMARINE

Unavailable: Few Reserve Officers in Program

*Projected
#Nuclear Submarine rates prior to 1970 are BuPers estimates.
Source: Bureau of Naval Personnel

Postgraduate School, they would be considered a plus toward the Navy's goal of a 30 percent retention rate in the Surface Navy.

Having identified and chosen a sample of the population that the Navy would like to retain for a full career, assuming continued high performance by the individual officers, a next step would be to attempt to find out exactly what factors motivate these officers to want to leave or remain in the Naval Service. Therein lies a purpose for the study.

There are, of course, obvious reasons for the Navy's retention goals beyond those that have been mentioned. Among the first that come to mind are the increased training costs of replacing officers who were not retained. For every officer that leaves, there can be some expected loss of efficiency in his ship or station until his replacement has learned the job. If there is an insufficient number of officers, then one could expect that the officer replaced would have had even greater responsibilities, and upon his departure, an even greater loss of efficiency for the ship, station, and the Navy. One can comprehend the magnitude of the problem on observing that the Navy is shrinking almost daily in size. Yet, we cannot retain a sufficient number of Surface Officers to adequately operate the Fleet.

In summary, it can be said that the Navy has a recognized problem of retaining young officers past the minimum

service, plus two year, mark. The purpose here will be to identify some career objectives, to rank them, and to identify and discuss satisfiers and dissatisfiers of Surface Navy life as perceived by the Surface ensigns, lieutenants junior grade, and lieutenants who are students at the Naval Postgraduate School.

II. METHOD

The procedure for study was to generate a questionnaire through interviews of Surface Junior Officers at the Naval Postgraduate School. The questionnaire was designed so the data could be processed at the computer facility located at the Naval Postgraduate School.

A. DEVELOPMENT OF THE QUESTIONNAIRE

Development of the questionnaire involved extensive research of previous studies, both in the military and civilian environments. Numerous questions concerning proper survey design arose since the Surface Warfare Community had not been surveyed as an entity in and of itself although it had been included in studies such as that done by the Secretary of the Navy's Retention Task Force in 1966.

The first decision was not to include lieutenant commanders in the survey even though they are now assigned by the Surface Junior Officer Assignment Section.[2] There were two primary reasons for this decision. First, the lieutenant commander, traditionally, has been set apart from the Junior Officer Community; secondly, he is beyond his minimum service requirement (MSR), plus two years,[3]

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[2] Bureau of Naval Personnel (Officer Distribution Division), "Surface Lieutenant Commander/Surface Junior Officer Assignment Sections to Merge," The Officer Personnel Newsletter (NAVPERS 15892), February, 1973, p. 12.

[3] MSR+2 years is the point in time used by the Bureau of Naval Personnel when studying retention of Naval Officers.

and most can be considered at least 20-year officers. Lieutenant commander selectees were included since they could come from year groups 1965, 1966, and 1967, and at most would have nine years of commissioned service. All designators within the Surface Warfare Community were to be included.

Surface Warfare Officers, lieutenant commander selectees and junior, who were enrolled as students at the United States Naval Postgraduate School in Monterey, California during March/April 1973, were chosen as the sample. It was felt that this would be a most representative sample of those Junior Officers that the Navy is most desirous of retaining for a full career. They must be officers of high professional performance and high academic achievement and,"all other factors being equal, professional performance determines individual competitiveness with contemporaries and impacts directly on the selection procedure."[4]

It was expected that the sample would reflect a much higher career intent that that of the average Surface Officer. It was assumed that the Navy must expect to retain almost all of those Surface Officers ordered to the Naval Postgraduate School to some point beyond MSR, plus two years, or most probably until retirement at twenty or

[4]Bureau of Naval Personnel (Officer Distribution Division), "Not Selected for Postgraduate Education?" The Officer Personnel Newsletter (NAVPERS 15892), February, 1973, p.11.

more years. Two reasons for this are: (1) the obligation of one year for each six months of school that the officer incurs; and (2) the tremendous monetary investment incurred by the Navy to pay for, in most instances, one or more years of education that is essentially an investment in the future.

In order to select what questions would be most applicable to today's Navy, it was concluded that the best method would be not to subjectively choose questions that had been used in previous questionnaires, plus the author's own ideas for queries, but rather to develop questions through interviewing Surface ensigns, lieutenants junior grade, and lieutenants. Seventeen officers were interviewed by the author for periods ranging from approximately 30 minutes to one hour and 30 minutes. The time each officer spent voluntarily with the interviewer is in itself an indication of the tremendous interest in the subject of Surface Junior Officer retention by the officers involved.

Two ensigns, one lieutenant junior grade, and 14 lieutenants were interviewed. Three of the officers, one ensign and two lieutenants, were known by the author, although only one lieutenant could be considered a close friend. The rest were random selectees. Each officer was asked two basic questions: (1) What aspects of the Surface Navy or the Navy in general make it attractive as a career? (2) What aspects make it unattractive? No officer was asked his career intent so that the answers might be more

spontaneous and unbiased. In this way, the interviewee would not have to feel his statements or questions reflected his career intentions.

Thus, the data were collected in order to generate a Surface Warfare questionnaire. The questions or statements appearing most frequently in the interviews were chosen as representative items pertinent to Junior Officers in the Surface Navy.

In order to determine if career objectives had changed over recent years in light of changing society, it was resolved to measure career objectives that had been surveyed in the recent past. The objectives chosen were those used by Harsh and Kinney for their 1965 study of manpower in the Navy for the 1970-1980 time period. Seventeen objectives were used in the original study; however, these were reduced to 12 for this research.[5]

Although it is not intended in this study to analyze different groups, such as Surface Officers from the Naval Academy or Officer Candidate School, the questionnaire was designed to allow for distinction between various subgroups for possible later study. Eight sub-grouping variables were made available: (1) designator; (2) year group;

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[5]Charles M. Harsh and Jack A. Kinney, Manpower Considerations Applicable to the Navy in the 1970-1980 Time Period (Annex B: Officer Survey), Institute of Naval Studies, Study 13, Washington, D. C.: Center for Naval Analyses, The Franklin Institute, 1965, p. 81.

(3) commission source; (4) rank; (5) ethnic group; (6) marital status; (7) Naval Postgraduate School program; (8) career intentions.

The questionnaire was designed for computer processing using the Statistical Package for the Social Sciences by Nie, Bent, and Hull (1970). There were the eight demographic categories mentioned above, followed by 12 career objectives, 53 questions requiring responses on a five-point rating scale, strong negative to strong positive, and two final questions requiring written responses. Question 53 also encouraged a written reply. Questions related by subject matter were separated (in questions 1-53) so that each statement would be considered on its own.

Questionnaire return rates at the Naval Postgraduate School to student initiated questionnaires have averaged approximately 30 percent. In order to receive a higher response, four steps were taken. The first was to address each questionnaire to the individual Surface Warfare Officer. Secondly, the cover was designed so that when folded, the recipient saw only the portion with Surface Warfare Only underlined. Thirdly, the most time-consuming task, that of ranking 12 career objectives, was placed first to ensure that it would be filled out by most officers. The fourth step was to send out a reminder four days after the initial issue. This reminder is illustrated in Appendix A. One additional item was appended to page two of the survey.

This was an explanation of "positive" and "negative" as applicable to questions 1 through 53.

The questionnaire was sent out on 30 March 1973 and the results were most pleasing. Two-hundred-eighty-five surveys were mailed to students and 162 were returned, yielding a return rate of almost 57 percent. One-hundred-sixty of those returning completed surveys ranked the 12 career objectives.

B. DATA PROCESSING

Each questionnaire was numbered and coded. All answered surveys required two punched computer cards. The coded information was entered on FORTRAN coding sheets and punched into 80 column cards. Cards were then compared against sheets for errors. Coding and checking required two persons for accuracy. A complete data printout, computer program, and results are contained in the Appendices. It is suggested that, at this point, the reader peruse the questionnaire which can be found in Appendix A.

III. DISCUSSION OF DATA

Insofar as possible, related questions, numbered one through 53 in the questionnaire, will be grouped here to facilitate discussion. Some justification of this subjective grouping can be shown by examination of the factor analysis contained in Appendix G. Where correlation exists between the 12 career objectives and the 53 questions contained in the survey, it will be discussed. For example, the subject matter contained in question one on the career effect of executive officers is related to the third listed career objective of "work with and for persons whose abilities and accomplishments I respect." One possible measure of importance of the question with relation to career retention would be to ascertain its affinity to one or more career objectives, as in the above example. Questions relating to higher ranked (by the group) career objectives should be, in most instances, considered more important than those corresponding to lower ranked objectives.

Other areas to be discussed will be the initial data provided in the first eight variables, the comments on question 53, the recommendations of Surface Officers for change, the most attractive aspects of the Surface Navy, and the factor analysis of questions one through 53.

A. PERSONAL CHARACTERISTICS OF RESPONDENTS

The designator sub-group dominating (78.4%) the statistics is that of the 1110's, those regular officers who are designated Surface Warfare Officers by virtue of having met prerequisites as outlined in the Bureau of Naval Personnel Manual (NAVPERS 15791B), Article Number 1410270. The remaining officers responding were of designators 1100, 1105, and 1115. No other designators were represented. Regular officers not having met the requirements for the Surface Warfare designation are designated 1100 (regular, general line officer). Of the officers answering the survey, 16.7 percent were of this category. Reserve officers, 1115's (those meeting the criteria for the Surface designation) and 1105's (those not meeting the criteria), were represented by percentages of 1.9 and 3.1, respectively. Complete statistics of replies, arranged by officer designator, are contained in Appendix B.

Eight year groups were included in the survey's target population. One year group, 1971, was not represented by any respondent. Of the seven remaining year groups, 1967 and 1968 appeared most often with 22.8 and 19.1 percent, respectively. Year groups 1965 through 1969 contained 86.4 percent of the responses.

Of the commission sources, the Naval Academy was most heavily represented with 37.0 percent. Naval Enlisted Scientific Education Program (NESEP), Naval Reserve Officer

Training Corps (NROTC), and Officer Candidate School (OCS) graduates were nearly even in representation, and ranged from 17.3 to 18.5 percent. Table II shows each commission source and the retention statistics for that source since 1966. None has shown any large gains and OCS has decreased substantially since 1968. Close examination of the table will reveal that the total Surface retention rate is driven by a large percentage of reserve officers, and a majority of those officers were commissioned through OCS.

Until recently, the time in grade requirements allowed almost all Surface Junior Officers to advance to the rank of lieutenant in three years. Therefore, by far the greater percentage (84.0%) of officers answering the survey were lieutenants. Ensigns, lieutenant commander selectees, and lieutenants junior grade responded in decreasing percentages of 8.0, 5.6, and 2.5 percent, respectively.

Only 2.5 percent of the officers returning the questionnaire were from minority ethnic groups. The remainder were white-Americans.

More than three-fourths (77.2%) of the officers were married. Most of the remaining officers were single (20.4%), with divorced or separated a minimal percentage of 2.5.

Again, insofar as the groups in particular Naval Postgraduate School programs are concerned, one group dominates the statistics, that of the Surface Junior Officers enrolled in programs offered by the Postgraduate School to achieve a master of science degree. They were represented by 91.4

TABLE II

SURFACE WARFARE RETENTION DATA FOR COMMISSION SOURCES

[Officers at Minimum Service Requirement (MSR) + 2 years)

	FY							
	66	67	68	69	70	71	72	73
TOTAL	23%	20%	17%	18%	16%	17%	14%	14%
SOURCE								
USNA	63%	70%	65%	53%	45%	53%	51%	51%
NROTC(R)	--	22%	25%	28%	26%	25%	25%	35%
NROTC(C)	12%	14%	11%	10%	--	11%	16%	17%
OCS	19%	15%	11%	11%	8%	9%	5%	7%
ROC	27%	26%	36%	17%	14%	17%	21%	12%
NUSEP	100%	100%	57%	73%	62%	44%	52%	64%
Combined Reg.Sources	63%	42%	40%	43%	39%	38%	40%	45%
Combined Res.Sources	19%	16%	12%	12%	10%	11%	8%	9%

NOTES: (1) Rates for FY73 are projected based on data as of 30 June 1972.

(2) A loss to the Surface Warfare Community does not necessarily imply a loss to the Navy, since some intraservice transfers to other communities do take place.

(3) NROTC(R) Minimum Service Requirements were changed from 3 years to 4 years commencing with year group 61. NROTC(C) Minimum Service Requirement was changed from 2 years to 3 years commencing with year group 66.

Source: Bureau of Naval Personnel

percent of those completing the survey. The remainder were baccalaureate (4.3%), Engineers (3.1%), and Ph.D. candidates (1.2%).

The most important categories, which are central to this study, are the career intentions as indicated by the officers in the survey. It is assumed that the Navy would like to retain all of the officers queried since, by their assignment to the Naval Postgraduate School, they are designated as high performers. The first statistics, those who intend to remain for only their minimum obligated service (2.5%) and the group who are undecided (22.8%), are interesting in that they represent over one-fourth of those answering the questionnaire. Only 13 of the 41, so indicating, are ensigns who presumably have not experienced fleet operations except for midshipmen cruises,but, even that is surprising because not one ensign said he has decided on a career and two of the 13 said they intend to resign at the end of their obligated service. It must be noted that 28 of those in the above mentioned categories (intend to remain minimum obligated service, or undecided) are lieutenants junior grade and lieutenants and most of those are lieutenants with at least one sea tour. No officer indicated an intent to remain for over ten, but less than 20, years.

Another interesting aspect appears if one combines the first two categories (intend to remain minimum obligated service, or undecided) with those officers indicating desires

to remain only 20 years (33.3%). This combination yields 58.6 percent of the respondents. This would be alarming if these career intentions are actually fulfilled, because it has already been stated that the sample is of those officers the Navy essentially would desire to retain for a full career. The Department of Defense has defined a full career as 30 years,[6] so the indicated response would not be supportive of that goal.

Those who said they intend to remain over 20 but less than 30 are 22.8 percent of the sample. Those indicating intentions to remain for the maximum time possible represent less than one in five (18.5%) officers answering the questionnaire. One would presume the Department of Defense goals would expect a higher percentage of Surface Officers at the Naval Postgraduate School to fall in the latter classification on the basis of their selection for the School.

Cross-tabulations are provided in Appendix B of five of the variables just discussed. The column variable in each matrix is a year group. The row variables are designator, commission source, marital status, and career intentions. Through the use of these tables, one may select almost any subgroup desired in order to examine absolute response frequency, column or row percentages, and total percentages.

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[6]Department of Defense, "New Military Retirement System Proposal," Commander's Digest, 6 October 1972, Vol. 12, No. 25, p. 11.

A statistic from the first cross-tabulation that is of interest is that 127 officers, a percentage of 78.4 of the total,are of the 1110 designator and members of year groups 1965 through 1970.

The second cross-tabulation shows Naval Academy graduates as the greater number of respondents in year groups 1965 through 1968, plus 1972, with NESEP's the larger number in 1969 and OCS in 1970. As has been previously mentioned, there were no respondents from year group 1971.

In the third cross-tabulation, one notes that over 90 percent of those officers who are married are from year groups 1969 and earlier.

One can easily see in cross-tabulation four that one-third of the Surface Officers intend to remain for only 20 years and 98 percent of them are of year group 1969 and earlier.

B. RANKING CAREER OBJECTIVES

In 1965 the Center for Naval Analyses of the Franklin Institute surveyed 9,137 officers, ensign through captain, of all designators. Included in their survey were 17 career objectives from which the officer was asked to choose the four that were most important and the four that were least important to him. They were subsequently ranked in terms of the percentage of the sample that judged them to

be most important.[7] Table III indicates the 17 objectives and their ranks.

It was decided by this author to again test some of those objectives within the Surface Warfare Junior Officer Community at the Naval Postgraduate School. Instead of 17 values, 12 were chosen that reflected the entire distribution response of the 17 original objectives and seemed appropriate for the young officer of today. The officers in the present study were asked to simply rank the 12 career objectives with number one being most important. The mean value for each choice was then placed in order, with the lowest value mean representing the most important career objective for those officers completing the survey (see Table III for these results). It was intended to use the responses to these 12 objectives to measure any change in relative rank in the objectives from the previous study. There were, as might be expected, some changes that might be attributed to the differences in the samples; however, others cannot so easily be explained.

The shift in position of the career objective, "opportunity for advanced education or professional growth," might be explained by the evidence that the officers, having already enrolled in a program of higher education, feel less of a psychological need for this objective than a group which as a whole were not offered the opportunity.

[7]Harsh and Kinney, op. cit., pp. 81-85.

TABLE III (continued)

New Mean	New Rank	Career Satisfactions or Objectives	Original Percentage of Responses Most	Original Percentage of Responses Least	Original Rank
8.61	11	Time for home life and/or participation in community affairs	21.5	22.7	8
Not used	-	Meeting the challenge of risky operations or diversified assignments	20.7	28.2	N/u
7.13	7	Helping to promote important national or humanitarian objectives	20.1	22.0	9
Not used	-	A stimulating job free from unproductive 'busy work'	17.5	20.9	N/u
6.44	6	Opportunity for considerable outdoor life, with travel and adventure	16.2	35.9	10
8.89	12	Stimulating social and cultural activities for myself and/or my family	10.1	37.6	11
Not used	-	Freedom from close supervision and regimentation	10.0	45.5	N/u
7.74	10	Successfully carrying out plans in an orderly organization	7.3	27.1	12

*Original data: From Institute of Naval Studies, Study No. 13, by Harsh and Kinney

New data: See Appendix C.

The increase in importance of the objective of the "opportunity to investigate, to try new ideas, to test my ingenuity" may be explained by similar reasoning. The officers answering the questionnaire are undoubtedly aware of their status within the Navy and this coupled with the academic environment would lead them to place a premium on free, original thought and application.

The "opportunity for considerable outdoor life, with travel and adventure" stands substantially above its relative ranking in the original study. Increased emphasis on the recruiting of officers who truly join the Navy to see the world would seem to be a logical recommendation based on this finding.

A method for examining career objectives of all officers upon recruitment--and periodically thereafter--could be used as a means of predicting retention and for career counseling. Career objectives that are highest and most easily satisfied should be those identified in recruiting and stressed by career counselors. You simply advertise what you do best to those whom you want to retain. Surely, if the data were examined, one would expect to find that there are differences in the career objectives of the undecided group and those who will remain for the maximum time. It would seem reasonable that more congruence could be achieved if selective recruiting were practiced where possible. The question posed is, why recruit someone if there is little possibility of retaining him beyond his

minimum obligated service? Of course, these suggestions are not a "cure all" for the retention ills of the Surface Navy, but they could be a small step in the right direction.

C. QUESTIONS AND STATEMENTS: THEIR PAST, PRESENT, OR FUTURE EFFECT ON CAREER INTENT

It was decided that rather than research previous studies for possible areas of investigation, it would be better to generate statements and questions through interview. This procedure has been briefly touched upon in the discussion on development of the questionnaire.

It is fully realized that many areas of concern are not covered by the survey and, conversely, other subjects are extensively treated. One must consider, however, that the statements or questions were generated by the two queries originally presented to the 17 Junior Surface Warfare Officers. They were: (1) What aspects of the Surface Navy or the Navy in general make it attractive as a career? (2) What aspects make it unattractive? The answers to those questions were the essence of the 53 questions or statements as shown in the questionnaire. (See Appendix A for the questions as presented in the survey.)

The survey was designed by the author for ease of answering and to facilitate coding into the computer format needed for the Statistical Package for the Social Sciences by Nie, Bent and Hull. The respondents were given a choice of any one of five answers: (1) strong negative (--); (2) slight negative (-); (3) no effect (0); (4) slight positive (+);

and (5) strong positive (++). Complete instructions were given, including examples.

1. Effect of Superiors

The first interrelated statements are numbers one (Var 021), 11 (Var 031), 18 (Var 038), and 42 (Var 062). All have some concern with the effect of superiors on the career intentions of the individual officer.

All superiors were reported as having a positive effect on retention, with commanding officers having the most positive influence, followed by department heads and executive officers. On a one-to-five scale (where five was strong positive) their respective means were 3.86, 3.69, and 3.39. This would seem to indicate that the commanding officer, whose policies influence everyone on the ship, has the largest effect, while individual interpretation of those policies would be at the immediate superior level by the department head. The executive officer, while very much in the chain of command, is perhaps less influential because of his more administrative posture with little operational duty and, in addition, he traditionally moves in the shadow of the commanding officer, simply echoing his commands.

The last variable, number 062, points out that, although the previous three variables show positive influence, those officers in superior positions could be even more effective in retaining Surface Officers if they practiced more consistent policies. More than one-half the officers

queried elected a negative effect for this variable. The mean was 2.5. A partial solution to this problem might be to have, whenever possible, executive officers on Surface ships relieve the commanding officer when he is detached. This should maintain a greater measure of continuity in policy.

Almost all of the career objectives can be directly or indirectly affected by the more senior officers in the positions discussed. The objective most directly akin to these questions is "work with and for persons whose abilities and accomplishments I respect" which ranks fifth in the selected order of career objectives. It would seem important for this case since superiors were rated negatively on their consistency.

2. Compensation

The next focus of attention is in the area of compensation. Again, responses to four questions are examined. They are: (1) two (Var 022); nine (Var 029); 16 (Var 036); and 36 (Var 056). The first three address special types of pay, and the fourth, overall financial security.

The first calls attention to the possibility of sea pay (Var 022). The example used in this question was not the most recent proposal; however, its lack of currency should not have greatly affected the results. The Navy is acutely aware of the need for this type of compensation and it has been recommended continuously to Congress since the Secretary of the Navy's Task Force on Navy/Marine Corps

Personnel Retention Study was completed in 1966. The present study shows that it would most probably enhance retention in the Surface Navy if effected.

A second subtopic of compensation is the statement on additional pay as afforded to aviators and submariners (Var 036). This subtopic has some correspondence to sea pay. Surface Officers show that their career intentions are affected negatively because they do not receive additional pay for what many must consider arduous and somewhat hazardous duty.

The next subject was the basic allowance for quarters (BAQ) for all officers afloat. The first page of Variable 029 in Appendix C shows the data from all respondents, and the second page has data from only single officers. As might be expected, the mean of the single officers is considerably higher than that of all officers taken together.

Financial security as offered by the Navy should be a major selling point for career retention. Even without the special pays discussed above, financial security (Var 056) is a positive attraction to over 80 percent of the Surface Officers surveyed.

None of the career objectives as used in this study directly relate to the topic of pay; however, its use as a retention incentive is widely believed--witness the increase in military basic pay of 74 percent between 1968 and 1973.

3. Promotion

The subjects related to promotion were the ones most often mentioned in interviews prior to the generation of the questionnaire and, subsequently, they appear most often in the survey as the factor of highest interest.

There are nine subtopics related to promotion. They include numbers: three (Var 023), seven (Var 027), ten (Var 030), 17 (Var 037), 21 (Var 041), 26 (Var 046), 43 (Var 063), 47 (Var 067), and 52 (Var 072). Within these subtopics, some are more generally connected than others. They have been subgrouped into three general areas: (1) opportunity, as affected by time in grade, number of officers to be promoted, and position on the lineal number list; (2) eligibility, as affected by possible criteria to be met while in the next lower rank; (3) early promotion, as in the spot or accelerated promotion programs.

Insofar as the present time in grade requirements (Var 023) affect retention of Surface Officers, one can say that the overall effect is slightly negative (mean of 2.63); however, over 50 percent of the officers queried rated this statement no effect or positive.

Of more immediate concern seems to be the opportunity for selection to lieutenant commander or commander at the present or in the futute. Obviously, most officers answering the questionnaire perceive the chance of being promoted as less than desirable and this will perhaps drive some out of the Navy (see Variable 047).

The position of an officer on the lineal list has been important in recent years when fewer promotions have been available and the Navy has been obliged to split year groups for promotion purposes. For example, in fiscal 1973 the entire year group 1965 would have been eligible for promotion to lieutenant commander. Instead, the year group was split approximately in half and those with lineal numbers in the bottom half of the year were forced to wait another year for the opportunity to be selected in the promotion zone, although they were looked at again for deep selection.

Most officers (62.3%) opted positively for readjustment of the lineal list after each promotion (see Var 072). Less than 11 percent said it would affect their career intentions negatively. The reader must keep in mind that the officers answering are high performers and the majority would probably gain from such a readjustment. One possible method in which this readjustment could be accomplished would be to readjust only those in the promotion zone, leaving those above the zone on top and early selectees on the bottom until the next rank is available.

Two questions were posed (Var 027 and Var 041) that would add requirements to those presently needed to advance from one rank to the other. The questions dealt with: (1) requiring pass/fail exams to advance to the next rank; and (2) requiring courses of study for each rank.

More officers were in favor of exams (38.3% for and 26.6% against). However, an opposite trend was evident in response to required courses for promotion as 39.0 were against and 23.7 percent for the proposal. One reason for this response might be that officers believe that an exam to show basic knowledge would be sufficient, and many would welcome it to ensure that all officers were at least at a basic knowledge level of Surface Warfare. Opposition to required courses may stem from the fact that after commissioning, career patterns may become so varied that time for schools and/or courses might not be feasible.

The spot promotion program (Var 030) seems to have been well received by the officers sampled. Its merit is that an officer is promoted for the billet in which he is serving and only keeps the higher rank as long as he serves in the billet. Almost always, of course, the officer has had an outstanding record in order to receive the assignment. The Navy would do well to keep this program in effect if one can judge from these results. It seems definitely enhancing to career retention.

The next group of questions for discussion is accelerated promotion. Areas covered were: (1) the present opportunity for accelerated promotion (Var 037); (2) if the accelerated promotion ceiling were removed (Var 046); and (3) if it were reduced to five percent or less (Var 063).

The majority of officers who did not select the no effect choice selected on the positive side of the

opportunity for accelerated promotion (Var 037). One could surmise that it is having a positive affect, but not as much as the spot promotion program (Var 030).

As for the survey's proposed changes to the opportunity for accelerated promotion, the responses indicate that there are good retention possibilities in removing the ceiling (Var 046),but,relatively less opposition to cutting to five percent or less (Var 063). One solution might be to remove the ceiling, but instruct the boards to apply extremly stringent conditions for early promotion. Thus, depending on the number of officers meeting those requisites, the percentage picked could be more or less than the present ceiling of 15 percent.

It is not surprising that promotion is a key factor in retention. In the list of career objectives, number one is the opportunity for increasingly important managerial responsibility. A Surface Officer does not ordinarily receive that opportunity without promotion.

4. Minority Affairs

The next category is one in which the Navy has unfortunately been subjected to criticism and Congressional inquiry. That subject is, of course, minority affairs. When the interviews were made to generate the questionnaire, the news media had recently given wide coverage to the Navy's problems, so these problems were fresh in the interviewees' minds. When the survey was distributed, coverage was

negligible and one could expect a less attributable news media influence on the responses.

The first statement (Var 024) sampled the effect of the handling of minority problems within the Navy. Since almost all of the sample is white-American, it will reflect white-American Surface Officer attitudes. The negative answers slightly outweigh the positive as a career effect and there were more than twice as many negative as positive responses.

The response to minority opportunity for promotions, education, or billets (Var 049) was as one might hope with the tremendous effort the Navy is making for equality. The mean (3.15) was slightly positive, although over 60 percent said there was no affect on their career intentions.

Variable 049 relates to the career objective of job security and, in particular, fair personnel practices. "Job security, fair personnel practices, and favorable retirement benefits" as a set ranks second in career objectives; therefore, any question or statement that refers to it should have increased importance for retention.

5. Transfer, Deployment, and Time Away from Home

The next area of investigation is more varied. It concerns orders to transfer or deploy, and time away from home port. The variables to be discussed are: 042, 051, 058, 066, 068, and 069.

Time away from home port (Var 042) appears to have received many negative responses if one examines the

histogram; however, one might temper the results by looking at the career objectives where time for home life ranks eleventh.

Unexpected deployment or orders (Var 051) is less negative than advance notice (Var 058) is positive. A full 75 percent of the officers are on the positive side of Variable 058. This could be an important retention factor since fair personnel practices are part of the second highest career objective.

Due to budget constraints, the Navy has had to vary its transfer customs to reflect lengthened tours in some areas. Variables 066 and 069 show responses to two alternatives. It would appear that a majority would favor a three-year rotation (Var 066) over the present system, and an even greater majority would prefer to remain in one CONUS area for a four-year minimum tour (Var 069). This should help retention if implemented but it is difficult to relate this to a career objective.

The greater number of Surface Officers (60%) feel the opportunity for overseas shore/sea duty is a positive inducement toward a career. This is something only the military can readily provide in quantity, so it should be a convincing attraction for a career.

6. Fringe Benefits

Fringe benefits have always been advertised as tremendously important when one compares the military with the civilian environment. The Navy Exchange (Var 028),

the commissary (Var 040), and medical benefits (Var 047) were measured. As expected, all were indicated as positive incentives with means of 3.6, 3.65, and 4.11, respectively. Medical benefits are the major attraction with a full 85 percent of the officers responding on the positive side. These are interesting results in that, ordinarily, one would expect that the cash saved on commissary and exchange expenditures at least equals what usually would be spent on medical bills in a given year for a family on active duty; however, with increasing age, one could expect the medical benefits to have greater importance for the retiree.

7. Education and Training

Education and training should be a prime motivator for career retention--witness the rank of third in the list of career objectives for the "opportunity for advanced education or professional training and growth."

Variable 025 directs attention to the effect of orders to the Naval Postgraduate School. Over 80 percent of the respondents indicated that it affected their career intentions in a positive manner.

A less positive effect was illustrated by the response to the question on the Surface Warfare School (Var 032), but over half indicated that if the Surface Warfare School were upgraded and mandatory for all newly commissioned Surface Officers, career retention would be positively affected.

The effect of pre-training for billets (Var 059) seems to have been relatively ineffective concerning the goal of high career retention although it is slightly in the positive range. One might term the training as adequate, but with no pronounced result on career intentions of Surface Warfare Junior Officers.

8. Living Accommodations

Living accommodations ashore and afloat are the next categories to be examined. No real correlation can be made to the 12 career objectives for the two variables included in this section: officer living conditions on board ship (Var 033), and the adequacy and availability of officer or family quarters ashore (Var 071).

Officer living conditions on board ship show relatively no effect on retention. One can assume that most quarters used by the surveyed officers have been adequate in suitability, but the career retention influence is only marginally into the positive side of the graph.

9. Proposed Legislation

A subject of which most Junior Officers are acutely aware concerns proposed changes in the present Navy and military systems. Change, of course, can be perceived as beneficial or detrimental to the career intent of the individual officer concerned. Three change proposals are: (1) "up or out" legislation (Var 034); (2) removal of tenure for lieutenant commanders (Var 060); and (3) new retirement proposals (Var 073) as outlined in Commander's Digest,

issues of 26 October and 7 December 1972. The latter proposal was commented upon by 25 officers completing the survey. Those comments will be discussed in a later section of the study.

Variables 034 and 060 have some interrelationships. One involves a problem of today (Var 034): too many officers in the grades of commander and captain. The second would result in "up or out" legislation for the lieutenant commander (Var 060). "Up or out" legislation for twice-passed-over commanders and captains shows most officers on the positive side of that variable. This result is not surprising since one attraction is that it would in effect increase promotion opportunity for the Junior Officer. Even though the next rank for most of those surveyed is lieutenant commander, and at this time promotion to that rank guarantees retirement, only about 38 percent of the officers said they would be negatively effected. This result, too, is not unexpected since presumably most officers at the Naval Postgraduate School would expect to attain the rank of commander, or above, if they continue to have high performance records.

The response to the new retirement proposals (Var 073), as they were presented by the Department of Defense and the questionnaire for this study, would seem to indicate that a number of officers would curtail their career intentions if the proposals were legislated. Officer comments on the subject are contained in Appendix D. The

response to Variable 073 had the second lowest mean (2.184) for the entire questionnaire [lowest was peacetime budget constraints (2.179)]. A possible backlash effect if the retirement proposals are passed is that a number of young officers will leave at the ten year mark,who, under the present rules, would have stayed for 20 or more years. They still would be young enough (31 to 35) to enter the competitive civilian job market and have a guaranteed retirement at age 60 because of their Naval Service. In answering the survey, not one officer opted for a career intention of remaining over ten, but less than 20, years under the present system.

10. External Influences

There are other influences on retention that usually lie outside the Navy environment. Included in this survey were: (1) comparing oneself with civilians insofar as "getting ahead" (Var 026); (2) civilian opinion of the Navy (Var 054); (3) the wife's opinion of the Surface Navy (Var 035); and (4) the affect of Navy peers (Var 050). The latter, although an external factor, is within the Navy environment.

The first two concern the influence of civilian society on career intentions. A much larger proportion (50%) of the officers believe that they are "getting ahead" of their civilian contemporaries (Var 026) than those who do not (18%). This has a positive result (3.43) for the mean. A large number (55.6%) are not affected by civilian

opinion (Var 054), but 29 percent are negatively affected. A very interesting statistic is that only 23 respondents reported their wives' opinions (Var 035) as having had a negative effect on career intentions. It would seem, then, that there is some positive influence of wives on their husbands to remain on active duty. This has some correlation to the eleventh ranked career objective, time for home life and community affairs, but as to its overall effect, one could not easily describe this complex interrelationship and its effect on retention.

Special friendships are a career objective rated eighth in the questionnaire results. Variable 050 indicates that Navy peer influence (not necessarily friends) is slightly positive with the larger proportion of the officers not affected by their peers. The graph does indicate that only about ten percent of the Navy peers have exerted a negative influence on the Surface Officers queries, and 42 percent have indicated a positive effect by their peers.

11. Navy Standards

Four questions included in the questionnaire have been grouped under the general heading of Navy Standards. They are: (1) enlisted re-enlistment standards (Var 043); (2) Z-Grams (Var 045); (3) unannounced inspections (Var 053); and (4) beer and/or wine for ships (Var 061). Each is a different area; therefore, they will be discussed separately. No real correlation to the career objectives can be made.

Enlisted re-enlistment standards, although indicating a negative overall effect, do not have a pronounced negative affect when one observes the mean of 2.84. There is, of course, some difference of opinion since 59 answers were negative compared to 36 positive responses.

Z-grams (Var 045) appear to have a positive effect, however, not as positive as the Navy might hope. Of the responses, 58.1 percent were in the positive range. Interestingly, the slight negative and slight positive columns were larger than the no effect column, so Z-grams are having a career effect, and the majority of the time it appears positive.

Unannounced inspections (Var 053) met with mixed replies with the larger proportion showing a negative effect. Less than 30 percent of the responses indicated no effect.

The topic of allowing regulated beer and/or wine aboard ships (Var 061) would seem to have about evenly matched sides as to the indicated career effect. This area should be investigated further to find out what the pro's and con's are before changing the present Navy policy of prohibiting alcoholic beverages on board ships.

12. Ships and Equipment

A well known concern of the Navy is not only the diminishing quantity of ships, but also the quality of ships and equipment remaining in service. New ships are not being built in quantity and the old ones are, in many cases, outmoded. This, coupled with ever-decreasing defense

budgets, is making it difficult to say with credibility that our Surface Navy is second to none. No matter how good the people are, they still must go down to the sea in ships.

Two variables are included in this category: quality of ships and equipment (Var 044) and peacetime budget constrains (Var 052). Both, taken together, displayed the most negative response of any major category in the survey. The respondents answered nearly 70 percent in the negative as opposed to only about 15 percent positive on the career effect of the quality of ships and equipment. Peacetime budget constraints were even more negative with over 70 percent responding negatively. This, incidentally, was the most negative response to any variable in the questionnaire. The impacts of peacetime budget constraints, of course, involve not only ships and equipment, but also quarters construction, pay raises, retirement changes, etc.

13. Command at Sea

One can note in a later section that looking forward to command at sea is frequently mentioned as the most attractive aspect of the Surface Navy by officers commenting on the last open-ended question. This is not surprising since the number one career objective selected was the opportunity for increasingly important managerial responsibility. Four variables offer some explanation of the effects of this category, command at sea. They are: (1)

the present or future opportunity for command at sea at all levels (Var 048); (2) the opportunity for assignment as an executive officer or commanding officer in the grade of lieutenant commander as compared with five or more years ago (Var 057); (3) if commanding officers were rated by their subordinates (Var 064); and (4) if OOD's had to be approved by a board in addition to the approval of the commanding officer (Var 070). The first two concern opportunity and the latter two deal with the authority of the commanding officer.

Both variables 048 and 057 are interesting in that most people are affected, and the positive sides have only a slight edge. It would seem that, despite the decreased opportunity for command due to fewer ships, a number of officers see this as welcome competition to put the really outstanding officer in the driver's seat of a Surface ship.

Insofar as authority is concerned, both variables 064 and 070 had negative means. Variable 064 was more negative even though the question stated that the report would go only to the officer reported upon. It can be concluded that there is considerable opposition to removing any of the commanding officer's authority although about 25 percent do favor it as a career incentive.

14. Image

The last major category to be covered of the 53 positive/negative questions is that of the Surface Navy's image. The three remaining variables are: (1) the image

as presented by civilian and government news media (Var 039); (2) the image as compared with air and subsurface branches (Var 055); and (3) if Surface Warfare Officers had to earn through diligent effort a Surface Warfare Designator (1110) with accompanying insignia (Var 065).

Variable 039 concerning news media shows, for the most part, no real effect since over 60 percent of the officers selected the no effect column. Almost 30 percent, however, did respond negatively. A larger negative effect was shown by Variable 055. Over 45 percent responded that their career intentions were affected negatively when comparing their image with that of air and subsurface officers.

One step that has already been taken to some extent was to upgrade the standards to be met in order to receive a Surface Warfare Designator.[8] Almost 60 percent said they were affected positively and only eight percent negatively (Var 065). Although comments were not solicited on this question, six officers who were in the positive category said that they felt the insignia was not necessary, but rather an unnecessary adornment.

As we have seen, there are many variables which do affect career retention. There are probably an infinite number that have some effect; however, it is believed that

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[8] Bureau of Naval Personnel, Bureau of Naval Personnel Manual (NAVPERS 15791B), Washington D. C., U. S. Government Printing Office, 1969, Change: January, 1973, Article No. 1410270, pp. 14-7 and 14-8.

the major areas of concern for today's Surface Navy were dealt with by the 53 questions just examined.

D. THE NEW RETIREMENT PROPOSALS

At the end of question 53 (a question on the new retirement proposals), pertinent comments were invited. Twenty-five officers gave their opinions. This number represented 15 percent of the 162 officers who replied to the questionnaire. All responses are listed in Appendix D. Since the absolute number of replies is small, each is presented independently, and no attempt was made to subjectively categorize them.

All of the comments were negative. Only one officer recognized the need for change, but even he did not agree with the proposal as presented. Although not acknowledged in the Appendix, one officer commented that the presentation, as shown by the survey, was biased in favor of the proposal. Extreme care was taken in this regard; however, if any bias was in the questionnaire, it was unintended.

The most often repeated comments were that the proposals were unfair to those presently on active duty and under the current system, that the legislation if passed would lower retention (two officers stated they would resign), and that rather than this proposal, the Department of Defense should move toward a retirement system along the lines of industry. Other significant comments were that it appears to benefit only captains and above, and that it is ex post facto in nature.

When viewing the responses as a whole, it appears that there is significant opposition to the proposed legislation in its present context and, with this amount of dissatisfaction, one could expect that the Surface Navy would find it increasingly difficult to retain quality officers in a volunteer forces environment if the legislation is enacted as presented in the questionnaire.

E. CHANGES RECOMMENDED FOR THE SURFACE NAVY

After completing the 53 questions and statements, the officer was presented with two open-ended questions, the first of which will now be discussed. The query first posed was, "If there were one change you could make in the Surface Navy that would cause you to increase the length of time that you intend to remain in the Navy, what would that change be?"

As one might expect, the range of suggested changes was wide; however, they have been arranged in categories similar to those used for the 53 questions previously discussed. There were 142 officers of the 162 who proposed changes. This represents 89 percent of the total respondents. Some officers listed as many as three changes, so 174 proposed changes are presented in Appendix E. The groups of proposed changes are arranged in order of number of times mentioned. The most frequent group of suggestions appears first and within each group,the most frequently mentioned change is listed first. Change recommendations

that were basically the same in content, and that appear more than once, have noted in parentheses their frequency of response. It is recognized that there can be some overlap of groups; however, the categories were chosen for simplicity of referral.

The largest category is termed Navy Standards. The largest subcategory or change recommendation appears in the group titled "Ships and Equipment". Eighteen officers said that an increase in ships would cause them to remain in the Navy longer than presently intended.

Future studies may desire to use these change proposals to prepare other questionnaires or, in the cases of frequently mentioned and feasible changes, the Navy should consider them as possibilities. The problem with most changes as recommended is that they are not specific and must be investigated further. The intent here was only to identify those areas of the Surface Navy that the high-performing Surface Junior Officer considers important enough that if changed, would cause him to increase the length of time that he intends to remain in the Navy.

F. MOST ATTRACTIVE ASPECTS OF THE SURFACE NAVY

The last question contained in the survey was, "What is the most attractive aspect of the Surface Navy?" There were 141 officers who responded to this question for a total of 87 percent of the 162 returns. The total number of attractive aspects was 150 and no officer submitted more than two.

Again, the categories or groups of responses are arranged by size in order of decreasing frequency of responses and the attractions appearing most frequently within a group are listed first. A complete listing of all replies is contained in Appendix F. Only seven groups are contained in this Appendix as compared with 12 in the previous section; however, most categories can be easily related to one or more categories in the previous Appendix.

The categories with the larger number of responses are: Responsibilities and Challenge, Going to Sea and Operations, and Command at Sea. The sub-category most frequently mentioned by individual officers as the most attractive aspect of the Surface Navy was "looking forward to someday having command at sea".

Future studies may desire to investigate one or more of these categories to obtain more explicit information on their retention effects. Innumerable possibilities exist by expansion of the questions in the survey to cover one or more areas in depth that appear to have yielded markedly negative or positive responses.

G. FACTOR ANALYSIS

The factor analysis of the first 53 questions contained in Appendix G is primarily for information purposes and for the use in preparing future studies or questionnaires. Although the categories used in previously discussing the responses to the 53 questions were subjective, a close

examination of the results of the factor analysis reveals some support for the aforementioned groupings. For example, if one examines factor two, it can be noted that three of the top four questions loading on this factor are contained in the a priori grouping dealing with fringe benefits.

IV. CONCLUSIONS AND RECOMMENDATIONS

It is a foregone conclusion that the Surface Navy faces a difficult retention problem. At best, in 1973, the projections show that the Surface Navy will not reach one-half its goal, 30 percent retention. This study has further illuminated that problem. For example, of 13 ensigns responding, not one was inclined to say his intentions were to remain in the Navy for a career.

Through the basic research to generate the questionnaire, and through the medium of the survey itself, it is believed that those retention factors uppermost in the minds of the Surface Navy's Junior Officers have been revealed and examined.

Based on the results of the survey, the following recommendations can be made:

(1) Those areas which the Navy can satisfy most easily and are positive retention factors should be stressed in recruiting and by career counselors.

(2) The Navy should emphasize consistency of policy in senior officers to further enhance their value as retention factors.

(3) The Navy should pay BAQ to all officers afloat if cost studies show it to be feasible.

(4) Sea pay is needed and should continue to be recommended to Congress as a retention incentive.

(5) Unless the fact of year group splitting is removed, the Navy should consider readjustment of the lineal list.

(6) Additional study is advised for the possibility of basic knowledge pass/fail exams to be administered for each rank.

(7) The Navy should retain the Spot Promotion Program as a positive agent of retention.

(8) It is recommended that further study be given to the effect of accelerated promotion ceilings.

(9) A minimum four-year tour length for any CONUS area is recommended.

(10) "Up or out" legislation is recommended for commanders and captains who have failed for selection twice and have 20 or more years of service.

(11) Initial training for all Surface ensigns in the Surface Warfare School and postgraduate education for all qualified officers is recommended.

(12) The Department of Defense's retirement proposals will have some detrimental effect on retention and should be carefully evaluated for this before being put into effect.

(13) "Z-grams" have been well received by Surface Junior Officers and should be continued.

(14) Unannounced inspections should not be effected until additional study is completed.

(15) Beer and/or wine should not be brought on board ships for consumption until more study is completed.

(16) The Navy's ships and equipment must be updated.

(17) It is recommended that there be no additional decrease in command at sea opportunity or the Surface Navy will have even greater retention problems.

(18) The Navy should make a concerted effort within the force to upgrade the image of the Surface Navy with respect to the air and subsurface branches.

(19) More specific requirements are recommended for achievement of the Surface Warfare Designator such as those specified in the BuPers Manual for Submarine Officers.

APPENDIX A

THE QUESTIONNAIRE, COMPUTER PROGRAM, AND RAW DATA

FOR

SURFACE WARFARE

LIEUTENANTS, LIEUTENANTS JUNIOR GRADE, AND ENSIGNS
ONLY

PLEASE FILL OUT THE ATTACHED QUESTIONNAIRE AND PLACE IT IN THE BOXES MARKED SURFACE WARFARE SURVEY WHICH ARE LOCATED IN THE STUDENT MAIL CENTER AND THE LOBBY OF INGERSOLL HALL. IF YOUR QUESTIONNAIRE IS RETURNED LATER THAN ONE WEEK AFTER RECEIPT, PLEASE ADDRESS IT TO SMC 1174.

YOU WILL NOTE THAT YOUR QUESTIONNAIRE HAS BEEN PERSONALLY ADDRESSED TO YOU, SO IN ORDER TO PRESERVE ANONYMITY PLEASE TEAR OFF THIS PAGE AND RETURN ONLY THE QUESTIONNAIRE.

THANK YOU FOR YOUR COOPERATION.

THIS QUESTIONNAIRE IS SUBMITTED AND APPROVED IN ACCORDANCE WITH NAVAL POSTGRADUATE SCHOOL INSTRUCTION 1520.13. IT WILL BE USED AS AN INTEGRAL PART OF A THESIS IN THE MANAGEMENT CURRICULUM UNDER THE GUIDANCE OF PROFESSOR R. ELSTER. THE COURSE NUMBER ASSIGNED IS MN 0810, TITLED, THESIS RESEARCH FOR MANAGEMENT STUDENTS.

PLEASE CHECK THE FOLLOWING AS APPLICABLE

PRESENT DESIGNATOR-- 1100___ 1110___ 1105___ 1115___ OTHER_____ (WRITE IN)

YEAR GROUP-- 65___ 66___ 67___ 68___ 69___ 70___ 71___ 72___

COMMISSION SOURCE-- NAV. ACAD.___ NROTC___ OCS___ NESEP___ OTHER_____ (WRITE IN)

PRESENT RANK-- ENSIGN___ LTJG___ LT___ LCDR SELECTEE___

ETHNIC GROUP-- WHITE___ BLACK___ OTHER MINORITY_____ (WRITE IN)

MARITAL STATUS-- MARRIED___ SINGLE___ DIVORCED OR SEPARATED___

NAV. PG SCHOOL PROGRAM-- BACCALAUREATE___ MASTER'S___ ENGINEER___ PHD___

CAREER INTENTIONS--

TO COMPLETE ONLY OBLIGATED SERVICE___
UNDECIDED___
TO REMAIN OVER TEN BUT LESS THAN TWENTY YEARS___
TO REMAIN FOR ONLY TWENTY YEARS___
TO REMAIN FOR OVER TWENTY YEARS BUT LESS THAN THIRTY___
TO REMAIN FOR AS LONG AS POSSIBLE___

RANKING YOUR CAREER OBJECTIVES

PLEASE READ THE FOLLOWING TWELVE CAREER OBJECTIVES CAREFULLY, THEN RANK THEM IN ORDER OF THEIR IMPORTANCE TO YOU. NUMBER ONE SHOULD BE THE MOST IMPORTANT CAREER OBJECTIVE WITH NUMBER TWELVE THE LEAST IMPORTANT. TIES ARE NOT ALLOWED. ONE APPROACH TO ORDER THEM MIGHT BE TO CHOOSE ONE, THEN TWELVE, THEN TWO, THEN ELEVEN, ETC.

_____OPPORTUNITY FOR CONSIDERABLE OUTDOOR LIFE, WITH TRAVEL AND ADVENTURE

_____OPPORTUNITY FOR INCREASINGLY IMPORTANT MANAGERIAL RESPONSIBILITY

_____WORK WITH AND FOR PERSONS WHOSE ABILITIES AND ACCOMPLISHMENTS I RESPECT

_____OPPORTUNITY FOR ADVANCED EDUCATION OR PROFESSIONAL TRAINING AND GROWTH

_____HELPING TO PROMOTE IMPORTANT NATIONAL OR HUMANITARIAN OBJECTIVES

_____STIMULATING SOCIAL AND CULTURAL ACTIVITIES FOR MYSELF AND/OR MY FAMILY

_____TIME FOR HOME LIFE AND/OR PARTICIPATION IN COMMUNITY AFFAIRS

_____JOB SECURITY, FAIR PERSONNEL PRACTICES, AND FAVORABLE RETIREMENT BENEFITS

_____ENDURING FRIENDSHIPS WITH PERSONS SHARING MY VALUES AND INTERESTS

_____OPPORTUNITY TO INVESTIGATE, TO TRY NEW IDEAS, TO TEST MY INGENUITY

_____SUCCESSFULLY CARRYING OUT PLANS IN AN ORDERLY ORGANIZATION

_____A POSITION CARRYING PRESTIGE AND RECOGNITION IN SOCIETY

PLEASE NOTE

FOR QUESTIONS/STATEMENTS ONE THROUGH 53 A SLIGHT/STRONG NEGATIVE EFFECT ON YOUR CAREER INTENTIONS MEANS THAT THE QUESTION OR STATEMENT DESCRIBES SOMETHING THAT TO SOME DEGREE IS CAUSING (HAS CAUSED OR WOULD CAUSE) YOU NOT TO MAKE THE NAVY A CAREER.

A STRONG/SLIGHT POSITIVE EFFECT WOULD TEND TO KEEP YOU IN THE NAVY.

EXAMPLE: CONSIDER QUESTION ONE IN THE SURVEY.

IF IN YOUR PREVIOUS EXPERIENCE YOU HAD EXCELLENT EXECUTIVE OFFICERS WHO INFLUENCED YOU TO REMAIN IN THE NAVY, YOU WOULD CHECK EITHER A SLIGHT POSITIVE EFFECT (+) OR A STRONG POSITIVE EFFECT (++). OF COURSE, THEY COULD HAVE BEEN EXCELLENT, BUT NO EFFECT, IN WHICH CASE YOU WOULD CHECK NO EFFECT (0).

PLEASE INDICATE ONE OF FIVE CHOICES FOR EACH QUESTION OR STATEMENT BELOW AS IT HAS AFFECTED, IS AFFECTING, OR WOULD AFFECT YOUR CAREER INTENTIONS. IF YOU FEEL A QUESTION IS NOT APPLICABLE TO YOU, PLEASE LEAVE IT BLANK. NOTE CAREFULLY THE BELOW EXPLANATION OF CHOICES.

EXPLANATION OF CHOICES

(--) INDICATES THAT THE STATEMENT OR QUESTION DESCRIBES SOMETHING THAT WOULD HAVE (IS OR HAS) A STRONG NEGATIVE EFFECT ON YOUR CAREER INTENTIONS.

(-) INDICATES THAT THE STATEMENT OR QUESTION DESCRIBES SOMETHING THAT WOULD HAVE (IS OR HAS) A SLIGHT NEGATIVE EFFECT ON YOUR CAREER INTENTIONS.

(0) INDICATES THAT THE STATEMENT OR QUESTION DESCRIBES SOMETHING THAT WOULD HAVE (IS OR HAS) NO EFFECT ON YOUR CAREER INTENTIONS.

(+) INDICATES THAT THE STATEMENT OR QUESTION DESCRIBES SOMETHING THAT WOULD HAVE (IS OR HAS) A SLIGHT POSITIVE EFFECT ON YOUR CAREER INTENTIONS.

(++) INDICATES THAT THE STATEMENT OR QUESTION DESCRIBES SOMETHING THAT WOULD HAVE (IS OR HAS) A STRONG POSITIVE EFFECT ON YOUR CAREER INTENTIONS.

(--)	(-)	(0)	(+)	(++)	
—	—	—	—	—	1. THE EFFECT OF YOUR FORMER EXECUTIVE OFFICERS
—	—	—	—	—	2. IF SEA PAY BECOMES LAW, FOR EXAMPLE, IF OFFICERS WERE PAID $30 PER MONTH FOR EVERY TWO YEARS OF SEA DUTY UP TO A MAXIMUM OF $120
—	—	—	—	—	3. THE PRESENT TIME IN GRADE AND/OR SERVICE REQUIREMENTS FOR PROMOTION FROM LTJG THROUGH CAPTAIN
—	—	—	—	—	4. THE HANDLING OF MINORITY PROBLEMS WITHIN THE NAVY
—	—	—	—	—	5. BEING ORDERED TO THE NAVAL POST-GRADUATE SCHOOL
—	—	—	—	—	6. COMPARING YOURSELF WITH CONTEMPORARIES IN CIVILIAN LIFE INSOFAR AS "GETTING AHEAD"

PAST, PRESENT, OR FUTURE EFFECT ON CAREER INTENT					
(--)	(-)	(0)	(+)	(++)	
—	—	—	—	—	7. IF PASS/FAIL WRITTEN EXAMINATIONS WERE REQUIRED TO SHOW BASIC ACCUMULATION OF KNOWLEDGE NECESSARY FOR SURFACE OFFICERS IN THE NEXT RANK
—	—	—	—	—	8. THE NAVY EXCHANGE
—	—	—	—	—	9. IF BAQ IS MADE AVAILABLE TO ALL OFFICERS AFLOAT
—	—	—	—	—	10. THE SPOT PROMOTION PROGRAM
—	—	—	—	—	11. THE EFFECT OF YOUR FORMER COMMANDING OFFICERS
—	—	—	—	—	12. IF THE SURFACE WARFARE SCHOOL WERE UPGRADED AND MADE MANDATORY FOR ALL NEWLY COMMISSIONED SURFACE OFFICERS
—	—	—	—	—	13. OFFICER LIVING CONDITIONS ABOARD SHIP
—	—	—	—	—	14. IF TWICE PASSED OVER COMMANDERS AND CAPTAINS WERE FORCED OUT BY "UP OR OUT" LEGISLATION
—	—	—	—	—	15. YOUR WIFE'S OPINION OF THE SURFACE NAVY
—	—	—	—	—	16. THE FACT THAT SURFACE OFFICERS DO NOT RECEIVE ADDITIONAL PAY COMPARABLE TO FLIGHT PAY
—	—	—	—	—	17. THE PRESENT OPPORTUNITY FOR ACCELERATED PROMOTION
—	—	—	—	—	18. THE EFFECT OF YOUR FORMER DEPARTMENT HEADS
—	—	—	—	—	19. THE IMAGE OF THE SURFACE NAVY AS PRESENTED BY CIVILIAN AND GOVERNMENT NEWS MEDIA
—	—	—	—	—	20. THE COMMISSARY
—	—	—	—	—	21. IF COURSES OF STUDY (CORRESPONDENCE OR SCHOOL) WERE REQUIRED FOR EACH RANK

PAST, PRESENT, OR FUTURE EFFECT ON CAREER INTENT					
(--)	(-)	(0)	(+)	(++)	
—	—	—	—	—	22. TIME AWAY FROM HOMEPORT
—	—	—	—	—	23. ENLISTED REENLISTMENT STANDARDS
—	—	—	—	—	24. OVERALL QUALITY OF SHIPS AND EQUIPMENT IN THE SURFACE NAVY
—	—	—	—	—	25. THE EFFECT OF "Z" GRAMS
—	—	—	—	—	26. IF THE ACCELERATED PROMOTION CEILING WERE REMOVED
—	—	—	—	—	27. MEDICAL BENEFITS
—	—	—	—	—	28. THE PRESENT OR FUTURE OPPORTUNITY FOR COMMAND AT SEA AT ALL LEVELS
—	—	—	—	—	29. YOUR PERCEPTION OF MINORITY OPPORTUNITY FOR PROMOTION, EDUCATION, OR BILLETS
—	—	—	—	—	30. THE EFFECT OF YOUR NAVY PEERS
—	—	—	—	—	31. UNEXPECTED DEPLOYMENT OR BUPERS ORDERS
—	—	—	—	—	32. PEACETIME BUDGET CONSTRAINTS
—	—	—	—	—	33. IF ALMOST ALL INSPECTIONS WERE UNANNOUNCED
—	—	—	—	—	34. CIVILIAN OPINION OF THE NAVY
—	—	—	—	—	35. THE IMAGE OF THE SURFACE NAVY AS COMPARED WITH THE AVIATION AND SUBMARINE BRANCHES
—	—	—	—	—	36. FINANCIAL SECURITY OFFERED BY THE NAVY
—	—	—	—	—	37. OPPORTUNITY FOR ASSIGNMENTS AS EXECUTIVE OFFICER OR COMMANDING OFFICER AS A LCDR COMPARED WITH FIVE OR MORE YEARS AGO
—	—	—	—	—	38. ADVANCE NOTICE OF DEPLOYMENT OR BUPERS ORDERS

PAST, PRESENT, OR FUTURE EFFECT ON CAREER INTENT

(--)	(-)	(0)	(+)	(++)		
—	—	—	—	—	39.	ADEQUACY OF PRE-TRAINING FOR BILLETS YOU HAVE HELD
—	—	—	—	—	40.	IF TENURE FOR LCDR'S IS REMOVED
—	—	—	—	—	41.	IF BEER AND/OR WINE WERE AVAILABLE AND REGULATED ONBOARD SHIPS
—	—	—	—	—	42.	CONSISTENCY OR INCONSISTENCY OF SUPERIORS
—	—	—	—	—	43.	IF THE ACCELERATED PROMOTION CEILING WERE 5% OR LESS
—	—	—	—	—	44.	IF COMMANDING OFFICERS WERE OFFICIALLY RATED BY THEIR SUBORDINATE OFFICERS WITH THE REPORT GOING ONLY TO THE COMMANDING OFFICER REPORTED UPON
—	—	—	—	—	45.	HAVING TO EARN THROUGH DILIGENT EFFORT A SURFACE WARFARE DESIGNATOR WITH ACCOMPANYING INSIGNIA
—	—	—	—	—	46.	IF ONE COULD EXPECT TO CHANGE LOCATIONS EVERY THREE YEARS, FOR EXAMPLE, A THREE YEAR SEA OR SHORE TOUR
—	—	—	—	—	47.	THE PRESENT OR PERCEIVED FUTURE OPPORTUNITY FOR SELECTION TO LCDR AND COMMANDER
—	—	—	—	—	48.	THE OPPORTUNITY FOR ACCOMPANIED OVERSEAS SEA/SHORE DUTY
—	—	—	—	—	49.	IF ONE COULD EXPECT TO REMAIN IN ONE LOCAL CONUS AREA FOR A MINIMUM OF FOUR YEARS, FOR EXAMPLE, A TWO YEAR SEA TOUR, FOLLOWED BY A TWO YEAR SHORE TOUR
—	—	—	—	—	50.	IF OOD'S HAD TO BE APPROVED BY A LOCAL BOARD IN ADDITION TO COMMANDING OFFICER APPROVAL
—	—	—	—	—	51.	THE AVAILABILITY OF SUITABLE NAVY QUARTERS ASHORE FOR BACHELORS OR FAMILIES

PAST, PRESENT, OR FUTURE
EFFECT ON CAREER INTENT

(--)	(-)	(0)	(+)	(++)	
—	—	—	—	—	52. IF THE LINEAL LIST WERE ADJUSTED BY PERFORMANCE FOR EACH GROUP OF OFFICERS PROMOTED AT THE SAME TIME
—	—	—	—	—	53. IF THE NEW RETIREMENT PROPOSALS ARE MADE LAW. THESE ARE OUTLINED IN COMMANDER'S DIGEST ISSUES OF 26 OCTOBER AND 7 DECEMBER 1972. SOME HIGHLIGHTS ARE: INTEGRATION OF SOCIAL SECURITY AND RETIREMENT BENEFITS AT AGE 65; PROVIDE PAYMENT TO VOLUNTARY AND INVOLUNTARY SEPARTEES BEFORE THEY ATTAIN RETIREMENT ELIGIBILITY: MULTIPLIER FOR RETIREMENT WILL STAY AT 2-1/2% PER YEAR, BUT, INCREASE TO 3% PER YEAR FROM 25 TO 30 YEARS; HOWEVER, THOSE RETIRING WITH LESS THAN 30 YEARS WILL NOT RECEIVE THE FULL ANNUITY UNTIL THE TIME THEY WOULD HAVE REACHED 30 YEARS OF SERVICE, BUT WILL INSTEAD RECEIVE FROM 0 TO 15% LESS IN AN IMMEDIATE ANNUITY BASED ON A TRANSITION PROVISION (APPLIES TO ALL SERVING PRIOR TO LAW'S ENACTMENT); RETIRED PAY WOULD BE BASED ON THE HIGHEST ONE-YEAR AVERAGE BASIC PAY; THERE WOULD BE A SAVE PAY PROVISION.

ANY PERTINENT COMMENTS ON THE ABOVE QUESTION IN ADDITION TO THE INDICATION OF CAREER EFFECT ARE ENCOURAGED. PLEASE WRITE ON THE BACK OF THIS PAGE.

PLEASE ANSWER THE FOLLOWING QUESTIONS WITH A FEW SHORT WORDS OR SENTENCES.

IF THERE WERE ONE CHANGE YOU COULD MAKE IN THE SURFACE NAVY THAT WOULD CAUSE YOU TO INCREASE THE LENGTH OF TIME THAT YOU INTEND TO REMAIN IN THE NAVY, WHAT WOULD THAT CHANGE BE?

WHAT IS THE MOST ATTRACTIVE ASPECT OF THE SURFACE NAVY?

SURFACE WARFARE OFFICER SURVEY

HAVE YOU RETURNED YOUR COMPLETED SURFACE WARFARE OFFICER QUESTIONNAIRE? IF NOT, PLEASE RETURN IT AS SOON AS POSSIBLE.

IF YOU HAVE LOST YOUR COPY, OR KNOW OF SOMEONE THAT HAS BEEN OVERLOOKED, PLEASE PICK UP ANOTHER COPY IN THE MANAGEMENT CURRICULAR OFFICE, ROOM 219, INGERSOLL HALL.

PLACE YOUR QUESTIONNAIRE IN THE BOXES MARKED SURFACE WARFARE SURVEY LOCATED IN THE STUDENT MAIL CENTER AND THE LOBBY OF INGERSOLL HALL. LATE RETURNS SHOULD BE ADDRESSED TO SMC 1174.

THANK YOU FOR YOUR COOPERATION!

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RUN NAME          FINAL RUN
FILE NAME         SURFACE WARFARE SURVEY
VARIABLE LIST     VAR001 TO VAR073
# OF CASES        162
INPUT FORMAT      FIXED (10X,8F1.0,12F2.0/10X,53F1.0)
INPUT MEDIUM      CARD
PRINT FORMATS     VAR001 TO VAR073(0)
MISSING VALUES    VAR001 TO VAR073(0)
VAR LABELS        VAR001,PRESENT DESIGNATOR/
                  VAR002,YEAR GROUP/
                  VAR003,COMMISSION SOURCE/
                  VAR004,PRESENT RANK/
                  VAR005,ETHNIC GROUP/
                  VAR006,MARITAL STATUS/
                  VAR007,NAV PG PROGRAM/
                  VAR008,CAREER INTENTIONS/
                  VAR009,OPPORTUN OUTDOOR, TRAVEL,ADVENTURE/
                  VAR010,OPPORTUN INCR MANGERIAL RESPONS/
                  VAR011,PERSONS,ABIL AND ACCOMP,I RESPECT/
                  VAR012,OPPORTUN ADVANCE EDUCA,TRAINING,GROWTH/
                  VAR013,PROMOTE NAT,HUMAINTARIAN OBJECTIVES/
                  VAR014,SOC AND CULTURAL ACTIVITIES/
                  VAR015,HOME LIFE,COMMUNITY AFFAIRS/
                  VAR016,JOB SECUR,PERS PRACTICES,RETIREMENT/
                  VAR017,FRIENDSHIPS,SHARING VAL,INTERESTS/
                  VAR018,OPPORTUN INVESTIGATE,TRY IDEAS/
                  VAR019,CARRY OUT PLANS ORDERLY ORGANIZATION/
                  VAR020,POSITION OF PRESTIGE,RECOGNITION/
                  VAR021,EXECUTIVE OFFICERS/
                  VAR022,SEA PAY/
                  VAR023,PRESENT TIME IN GRADE REQUIRED/
                  VAR024,MINORITY PROBLEMS/
                  VAR025,NAV PG SCHOOL ORDERS/
                  VAR026,COMPARE WITH CIVILIANS/
                  VAR027,EXAMS FOR EACH RANK/
                  VAR028,NAVY EXCHANGE/
                  VAR029,BAQ,ALL AFLCAT OFFICERS/
                  VAR030,SPOT PROMOTION PROGRAM/
                  VAR031,COMMANDING OFFICERS/
                  VAR032,SURFACE WARFARE SCHOOL/
                  VAR033,OFFICER LIVING CONDITION SHIPS/
                  VAR034,UP OR OUT LEGISLATION/
                  VAR035,WIFE'S OPINION/
                  VAR036,ADDIT PAY COMPAR TO FLT PAY/
                  VAR037,OPPORTUN ACCEL PROMOTION/
                  VAR038,DEPARTMENT HEADS/
                  VAR039,NEWS MEDIA/
                  VAR040,COMMISSARY/
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                VAR041,REQUIRED COURSES/
                VAR042,TIME AWAY HOMEPORT/
                VAR043,ENL REENLIST STANDARDS/
                VAR044,QUAL OF SHIPS,EQUIPMENT/
                VAR045,Z GRAMS/
                VAR046,ACCEL PROM CEILING REMOVED/
                VAR047,MEDICAL BENEFITS/
                VAR048,PRES,FUTURE OPPORTUN FOR COMMAND/
                VAR049,MINORITY OPPORTUN PROM ETC./
                VAR050,NAVY PEERS/
                VAR051,UNEXP DEPLOYMENT OR ORDERS/
                VAR052,PEACETIME BUDGET CONSTRAINTS/
                VAR053,UNANNOUNCED INSPECTIONS/
                VAR054,CIVILIAN OPINION/
                VAR055,COMPAR SURF WITH SUB AND AIR/
                VAR056,FINANCIAL SECURITY/
                VAR057,EXEC CR CO OPPORTUN AS LCDR/
                VAR058,ADVANCE NOTICE DEPLOY OR ORDERS/
                VAR059,ADEQUACY OF PRE-TRAINING/
                VAR060,TENURE LCDR'S REMOVED/
                VAR061,BEER,WINE ON SHIPS/
                VAR062,CONSISTENCY,INCONSISTENCY OF SUPERIORS/
                VAR063,ACCEL PROM CEILING LESS 5 PERCENT/
                VAR064,CO RATED BY SUBORDINATES/
                VAR065,SURFACE WARFARE DESIGNATOR/
                VAR066,THREE YEAR ROTATION/
                VAR067,OPPORTUN SELECT TO LCDR/
                VAR068,OPPORTUN OVERSEA DUTY/
                VAR069,FOUR YEARS ONE CONUS AREA/
                VAR070,BOARD APPROVAL OF OOD'S /
                VAR071,NAVY QUARTERS AVAILABILITY/
                VAR072,LINEAL LIST ADJUSTMENT/
                VAR073,NEW RETIREMENT PROPOSALS
VALUE LABELS    VAR001 (1)1100(2)1110(3)1105(4)1115(5)OTHER/
                VAR002 (1)65(2)66(3)67(4)68(5)69(6)70(7)71(8)72/
                VAR003 (1)NAV.ACAD.(2)NROTC(3)OCS(4)NESEP(5)OTHER/
                VAR004 (1)ENSIGN(2)LTJG(3)LT(4)LCDR SELECTEE/
                VAR005 (1)WHITE(2)BLACK(3)OTHER MINORITY/
                VAR006 (1)MARRIED(2)SINGLE(3)DIVORCED OR SEP/
                VAR007 (1)BACCALAUREATE(2)MASTER'S(3)ENGINEER'S(4)PHD/
                VAR008 (1)MIN OBL SER(2)UNDECIDED (3)REM OVER 10(4)REM ONLY 20
                (5)REM OVER 20(6)REM MAXIMUM/
                VAR009 TO VAR020 (1)FIRST(2)SECOND(3)THIRD(4)FOURTH(5)FIFTH
                (6)SIXTH(7)SEVENTH(8)EIGHTH(9)NINTH(10)TENTH(11)ELEVENTH
                (12)TWELFTH/
                VAR021 TO VAR073 (1)STRONG NEG(2)SLIGHT NEG (3)NO EFFECT
                (4)SLIGHT POS(5)STRONG POS
CODEBOOK        VAR001 TO VAR008
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READ INPUT DATA
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0041        221411260902010503071211060410C8
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0071        234311250906030411051001080712O2
0072        553145155553445313351231235423112335353132351535535l1
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0091        233311240804090307111201100506C2
0092        342251133343341245333124524434123434215332224234514l2
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0102        331332333413455113232322554534212314542532144525244l2
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0861    234311251003120607020501110908O4
0862    24434444333343333334422223430322333444433333332443432
0871    36221122050611021207080109030410
0872    24235244344522332324422244424413423535224324452454233
0881    22231125090204030512111C0608C701
0882    43044344424345433324143143444422123424234442444353422
0891    23131126090204C7031205100611080l
0892    25233214424514232431122245123212223444424421342542153
0901    22331124010512041C06070203090811
0902    14334413334325123323112244433312332434334521442442341
0911    22131125050207060111081209030410
0912    53333354455535435534535245553313532425433521533552553
0921    24231114091003041112050107060802
0922    24325525334334430445234143544412443534325131444531442
0931    21441125110308020912100105060704
0932    34334443444325333332333224423352133524323234332342142
0941    24231122030504C212070809060110l1
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0951    22131125120308C6021004011107C509
0952    45425425435324523335314143554211432444434021422441544
0961    22131126C80107C912101106C5020304
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0962    532344143453344444342333244533333334344423211325244 31
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0981    213311240107120605040903021C1108
0982    543342125242314334213422224533324324444113514530145 31
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0992    443333535443343333433234344323332333423424233444432343
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1011    142313240602050109111204100308C7
1012    000000000003243344332324344444323344444333213313335 42
1021    241312260807010609121103020510C4
1022    553342145545223344242442424430322224433242223523533 41
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1032    352254443434334243242242455341214243535132142254244 2
1041    241311220102041009110308071206 05
1042    445245244443425223244142444444222224244322212442434 43
1051    251311220201060305040709081C1211
1052    334345433542234233132232443233322213344142213225423 44
1061    244311251101C710080903050602041 2
1062    432333233354443334332333343533331333443332314423421 52
1071    213411250301070908121104100502 06
1072    543453344343344334343332435233423334352322334444335 32
1081    211311250912010706100804110302 05
1082    143243333314232332333122233233132323351331334434535 53
1091    251312250801030504111206100207C9
1092    434245245544343324341322154534224344544232123343314 43
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1102    333354553454344332253222135234224235242442312325224 20
1111    244312241102040310120509060107 08
1112    452354345443242244233233544445224234444433344424543 44
1121    211311241101090208101207050304 06
1122    343230444534223323244221244222212224344244313424444 42
1131    244311341004050211070803120600 1
1132    342254142444445334344222435434222224242313244324424 32
1141    224311340810120103040502060709 11
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1172    354344443433344343343242245533324334343332243424433 42
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1191    221311240805070201110403091012 06
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1201    453311241201050209040711080310 06
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1202    2434543334303442443333324244443333344423223444443232
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1301    2313112607080 30906021001110412C5
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1311    1811112209020 80504111203060 7C110
1312    2313443334433343332321424444333222244432323343334244 0
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1351    2213122605020 1C4100812060903071 1
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1361    2543112402070 8030610120105091 1C4
1362    3433543341343241343511324343441334353453223333133343 1
1371    2113112505030 6C7010812020411 1CC9
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1382    4522544454422 5322334214554451413123445354324254452541
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1392    3333433344333 432433333320344033322242344433333344342 3
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1402    4422214334455 5513432243233423331322234423222534443531
1411    2213112607080 3010509060204111210
1412    3333345333433 332234423224342442322424423242433444351
1421    1533112109C40 803111002010607C512
1422    3423121134443 532443111214441322133251442541353225245 1
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1441    2243112412031 0051107090108020406
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1461       181111210102050610111207040903 08
1462       433444054440345050242120435433131204030444320204433 33
1471       211311240201050307120904100811 06
1472       452343445454252243344423454233224224244444235525543 51
1481       231311251101041006080705090203 12
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1491       155311250501030207100806090411 12
1492       343443434454244224344332444234322241423433444233323 2
1501       141311260703060501101102090812 04
1502       452254255554234154252333515533222345554134315422535 31
1511       241311220903040501060809100711 02
1512       443333243334430223043224404042332224444432234423433 42
1521       151312221201040307101108090506 02
1522       543343334353330234333332335433333333333333433343312 31
1531       253312240802030611101204070105 09
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1571       251311241102060408071005090103 12
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1581       235311260803070401101205090600 11
1582       544254433335333334333322233233325334244235323444344 31
1591       241312250902081201071106050304 10
1592       243413345553330240343332445524321215555452335333354 2
1601       143312250410110105120903080207 06
1602       323354343333323443442333334344324335343333423233233 12
1611       182112220301070412091108100205 06
1612       051452545500140110344232554443222332040332243420435 43
1621       243311240110091108120405020703 06
1622       432254140544424245241133225523112344544212234415414 12
FASTABS          VARIABLES=VAR001,VAR003(1,5)/VAR002(1,8)/VAR006(1,3)/VAR008(1,6)/
                 TABLES=VAR001 BY VAR002/VAR003 BY VAR002/VAR006 BY VAR002/
                 VAR008 BY VAR002
CODEBOOK         VAR009 TO VAR073
OPTIONS          5
STATISTICS       ALL
FACTOR           VARIABLES=VAR021 TO VAR073/
                 NFACTORS = 11/ITERATE = 99/
OPTIONS          1
STATISTICS       2,4,6
*SELECT IF       (VAR006 EQ 2)
```

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CODEBOOK        VAR029
OPTICNS         5
STATISTICS      ALL
FINISH
```

APPENDIX B

FREQUENCY TABLES AND MATRICES FOR VARIABLES 001 THROUGH 008

VARIABLE VAR001 PRESENT DESIGNATOR

VALUE LABEL	VALUE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ FREQ (PERCENT)
1100	1.	27	16.7	16.7	16.7
1110	2.	127	78.4	78.4	95.1
1105	3.	3	1.9	1.9	96.9
1115	4.	5	3.1	3.1	100.0
	0.	0	0.0	MISSING	100.0
	TOTAL	162	100.0	100.0	100.0

VALID OBSERVATIONS - 162
MISSING OBSERVATIONS - 0

VARIABLE VAR002 YEAR GROUP

VALUE LABEL	VALUE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ FREQ (PERCENT)
65	1.	20	12.3	12.3	12.3
66	2.	26	16.0	16.0	28.4
67	3.	37	22.8	22.8	51.2
68	4.	31	19.1	19.1	70.4
69	5.	26	16.0	16.0	86.4
70	6.	9	5.6	5.6	92.0
72	8.	13	8.0	8.0	100.0
	0.	0	0.0	MISSING	100.0
	TOTAL	162	100.0	100.0	100.0

VALID OBSERVATIONS - 162
MISSING OBSERVATIONS - 0

VARIABLE VAR003 COMMISSION SOURCE

VALUE LABEL	VALUE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ FREQ (PERCENT)
NAV.ACAD.	1.	60	37.0	37.0	37.0
NROTC	2.	30	18.5	18.5	55.6
OCS	3.	31	19.1	19.1	74.7
NESEP	4.	28	17.3	17.3	92.0
OTHER	5.	13	8.0	8.0	100.0
	0.	0	0.0	MISSING	100.0
	TOTAL	162	100.0	100.0	100.0

VALID OBSERVATIONS - 162
MISSING OBSERVATIONS - 0

VARIABLE VAR004 PRESENT RANK

VALUE LABEL	VALUE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ FREQ (PERCENT)
ENSIGN	1.	13	8.0	8.0	8.0
LTJG	2.	4	2.5	2.5	10.5
LT	3.	136	84.0	84.0	94.4
LCDR SELECTEE	4.	9	5.6	5.6	100.0
.	0.	0	C.C	MISSING	100.0
	TOTAL	162	100.0	100.0	100.0

VALID OBSERVATICNS - 162
MISSING CBSERVATIONS - 0

VARIABLE VAR005 ETHNIC GROUP

VALUE LABEL	VALUE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ FREQ (PERCENT)
WHITE	1.	158	97.5	97.5	97.5
BLACK	2.	2	1.2	1.2	98.8
OTHER MINORITY	3.	2	1.2	1.2	100.0
	0.	0	0.0	MISSING	100.0
	TOTAL	162	100.0	100.0	100.0

VALID OBSERVATIONS - 162
MISSING OBSERVATIONS - 0

VARIABLE VAR006 MARITAL STATUS

VALUE LABEL	VALUE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ FREQ (PERCENT)
MARRIED	1.	125	77.2	77.2	77.2
SINGLE	2.	33	20.4	20.4	97.5
DIVORCED OR SEP	3.	4	2.5	2.5	100.0
	0.	0	0.0	MISSING	100.0
	TOTAL	162	100.0	100.0	100.0

VALID OBSERVATIONS - 162
MISSING OBSERVATIONS - 0

VARIABLE VAR007 NAV PG PROGRAM

VALUE LABEL	VALUE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ FREQ (PERCENT)
BACCALAUREATE	1.	7	4.3	4.3	4.3
MASTER'S	2.	148	91.4	91.4	95.7
ENGINEER'S	3.	5	3.1	3.1	98.8
PHD	4.	2	1.2	1.2	100.0
	0.	0	0.0	MISSING	100.0
	TOTAL	162	100.0	100.0	100.0

VALID OBSERVATIONS - 162
MISSING OBSERVATIONS - 0

VARIABLE VAR008 CAREER INTENTIONS

VALUE LABEL	VALUE	ABSOLUTE FREQUENCY	RELATIVE FREQUENCY (PERCENT)	ADJUSTED FREQUENCY (PERCENT)	CUMULATIVE ADJ FREQ (PERCENT)
MIN OBL SER	1.	4	2.5	2.5	2.5
UNDECIDED	2.	37	22.8	22.8	25.3
REM ONLY 20	4.	54	33.3	33.3	58.6
REM OVER 20	5.	37	22.8	22.8	81.5
REM MAXIMUM	6.	30	18.5	18.5	100.0
	0.	0	0.0	MISSING	100.0
	TOTAL	162	100.0	100.0	100.0

VALID OBSERVATIONS - 162
MISSING OBSERVATIONS - 0

* * * \

* C R O S S T A B U L A T I O N C F * * * * * * *
VAR003 COMMISSION SOURCE BY VAR002 YEAR GROUP
* *

VAR003	COUNT / ROW PCT / COL PCT / TOT PCT	VAR002 65	66	67	68	69	70	72	RCW TOTAL
NAV.ACAD.	1	9	13	13	12	6	0	7	60
		15.0	21.7	21.7	20.0	10.0	0.0	11.7	37.0
		45.0	50.0	35.1	38.7	23.1	0.0	53.8	
		5.6	8.0	8.0	7.4	3.7	0.0	4.3	
NROTC	2	2	5	6	7	3	2	5	30
		6.7	16.7	20.0	23.3	10.0	6.7	16.7	18.5
		10.0	19.2	16.2	22.6	11.5	22.2	38.5	
		1.2	3.1	3.7	4.3	1.9	1.2	3.1	
OCS	3	4	3	8	4	6	5	1	31
		12.9	9.7	25.8	12.9	19.4	16.1	3.2	19.1
		20.0	11.5	21.6	12.9	23.1	55.6	7.7	
		2.5	1.9	4.9	2.5	3.7	3.1	0.6	
NESEP	4	4	3	7	5	7	2	0	28
		14.3	10.7	25.0	17.9	25.0	7.1	0.0	17.3
		20.0	11.5	13.9	16.1	26.9	22.2	0.0	
		2.5	1.9	4.3	3.1	4.3	1.2	0.0	
OTHER	5	1	2	3	3	4	0	0	13
		7.7	15.4	23.1	23.1	30.8	0.0	0.0	8.0
		5.0	7.7	8.1	9.7	15.4	0.0	0.0	
		0.6	1.2	1.9	1.9	2.5	0.0	0.0	
COLUMN TOTAL		20	26	37	31	26	9	13	162
		12.3	16.0	22.8	19.1	16.0	5.6	8.0	100.0

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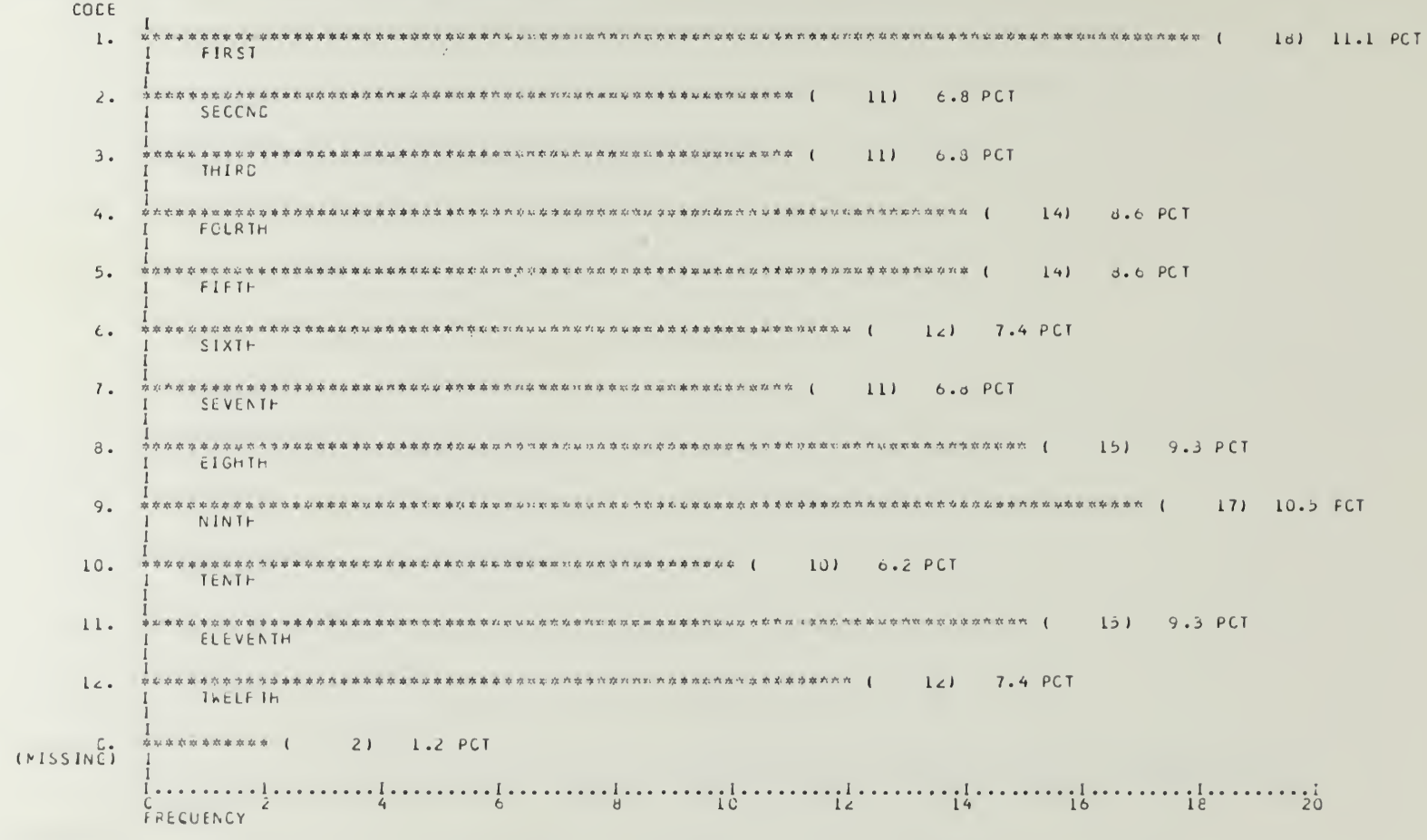
APPENDIX C

HISTOGRAMS AND STATISTICS FOR VARIABLES 009 THROUGH 073

To generate the proper question number when referring to the questionnaire (Appendix A) for questions one through 53, simply subtract 20 from the variable number. For example, variable 044 is question 24 in the questionnaire.

VARIABLE VAR009 OPPORTUN OUTDOOR, TRAVEL, ADVENTURE

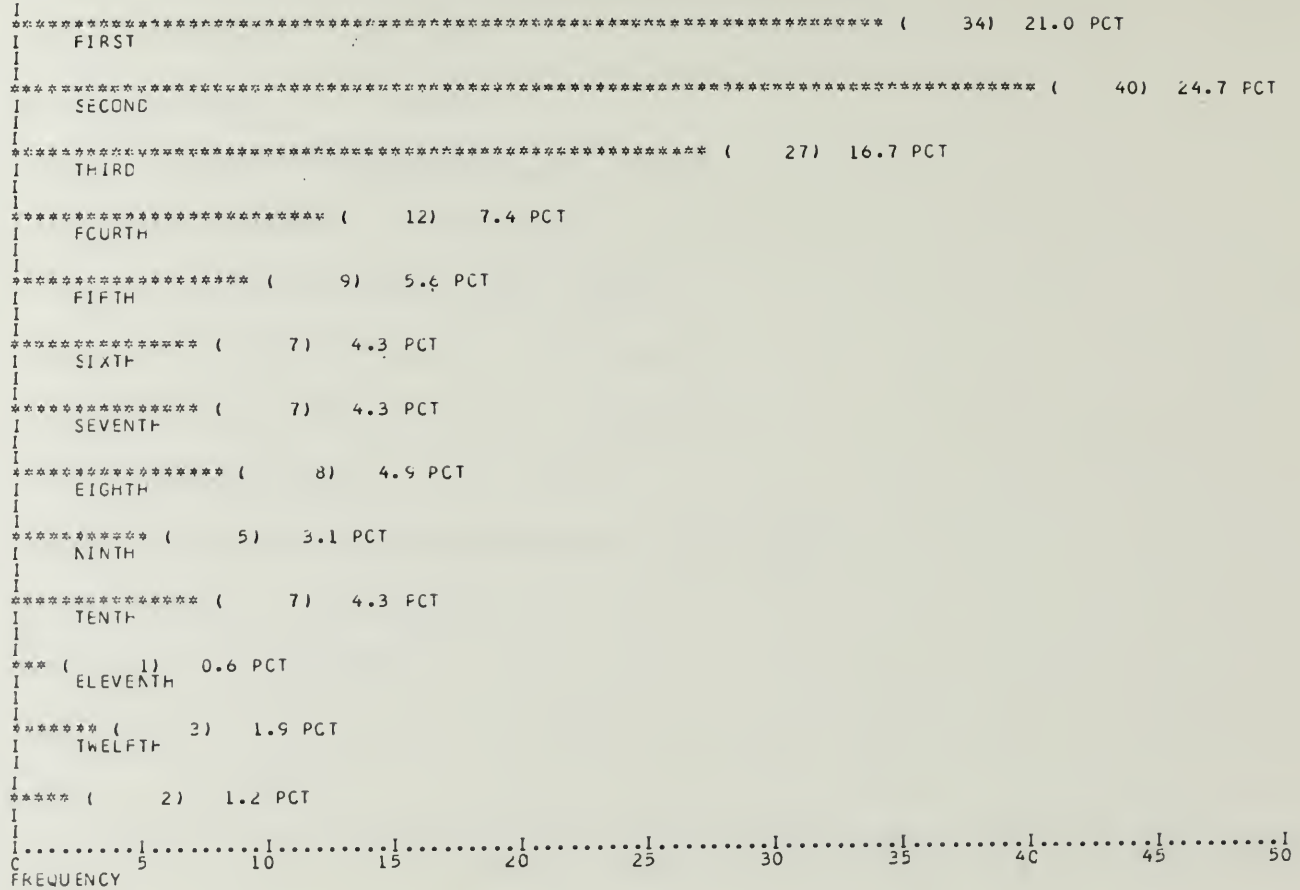

CODE
1. FIRST (18) 11.1 PCT
2. SECOND (11) 6.8 PCT
3. THIRD (11) 6.8 PCT
4. FOURTH (14) 8.6 PCT
5. FIFTH (14) 8.6 PCT
6. SIXTH (12) 7.4 PCT
7. SEVENTH (11) 6.8 PCT
8. EIGHTH (15) 9.3 PCT
9. NINTH (17) 10.5 PCT
10. TENTH (10) 6.2 PCT
11. ELEVENTH (15) 9.3 PCT
12. TWELFTH (12) 7.4 PCT
(MISSING) ********** (2) 1.2 PCT
0 2 4 6 8 10 12 14 16 18 20
FREQUENCY

STATISTICS..

MEAN	6.438	STD ERROR	0.277	MEDIAN	6.500
MODE	1.000	STD DEV	3.507	VARIANCE	12.298
KURTOSIS	-1.221	SKEWNESS	-0.038	RANGE	11.000
MINIMUM	1.000	MAXIMUM	12.000		

VALID OBSERVATIONS - 160
MISSING OBSERVATIONS - 2

VARIABLE VAR010 OPPORTUN INCR MANGERIAL RESPONS

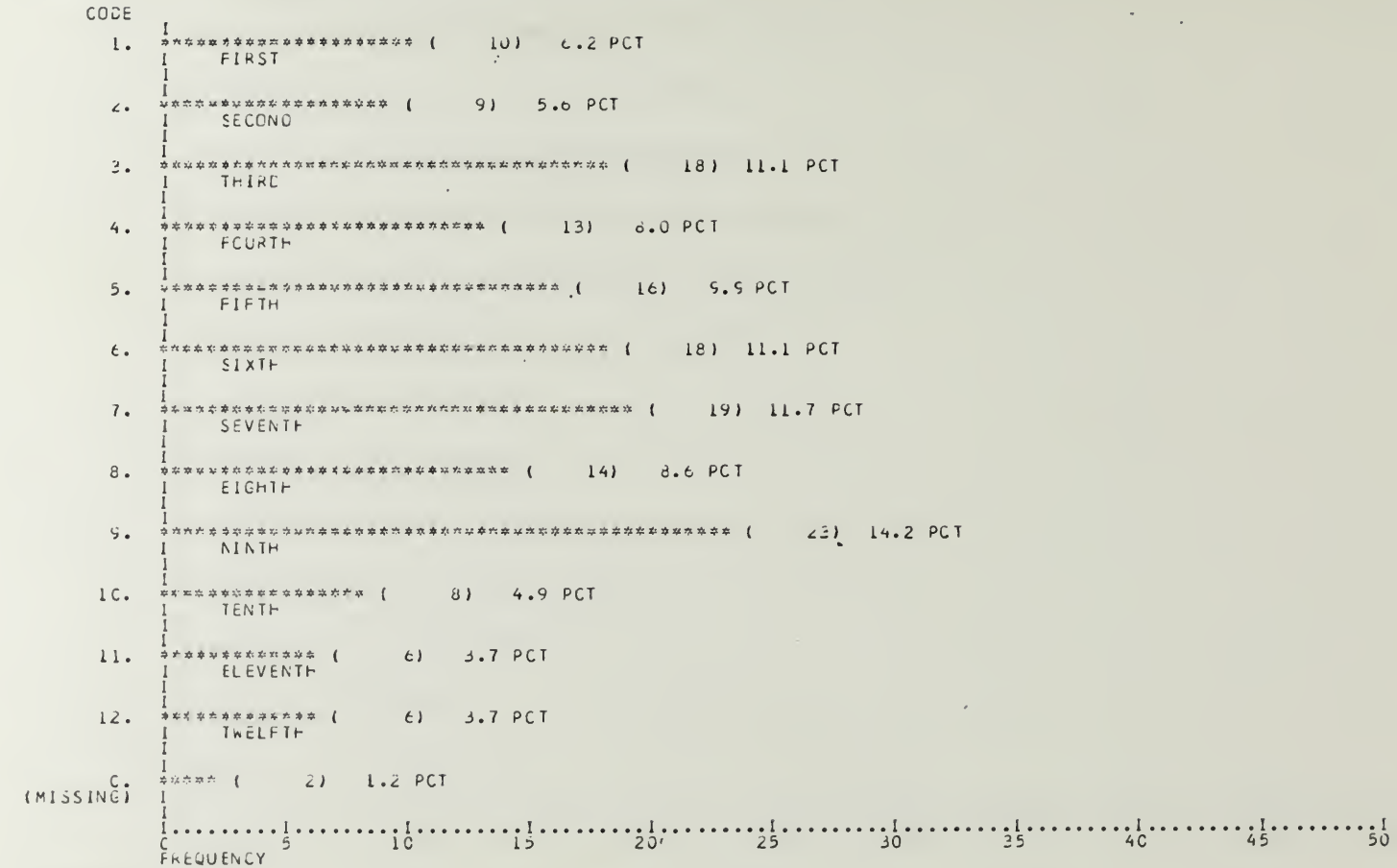

CODE
1. FIRST (34) 21.0 PCT
2. SECOND (40) 24.7 PCT
3. THIRD (27) 16.7 PCT
4. FOURTH (12) 7.4 PCT
5. FIFTH (9) 5.6 PCT
6. SIXTH (7) 4.3 PCT
7. SEVENTH (7) 4.3 PCT
8. EIGHTH (8) 4.9 PCT
9. NINTH (5) 3.1 PCT
10. TENTH (7) 4.3 PCT
11. ELEVENTH (1) 0.6 PCT
12. TWELFTH (3) 1.9 PCT
0. (MISSING) (2) 1.2 PCT
0 5 10 15 20 25 30 35 40 45 50
FREQUENCY

STATISTICS..

MEAN	3.781	STD ERROR	0.229	MEDIAN	2.722
MODE	2.000	STD DEV	2.894	VARIANCE	8.373
KURTOSIS	0.295	SKEWNESS	1.144	RANGE	11.000
MINIMUM	1.000	MAXIMUM	12.000		

VALID OBSERVATIONS - 160
MISSING OBSERVATIONS - 2

VARIABLE VAR011 PERSONS,ABIL AND ACCOMP,I RESPECT

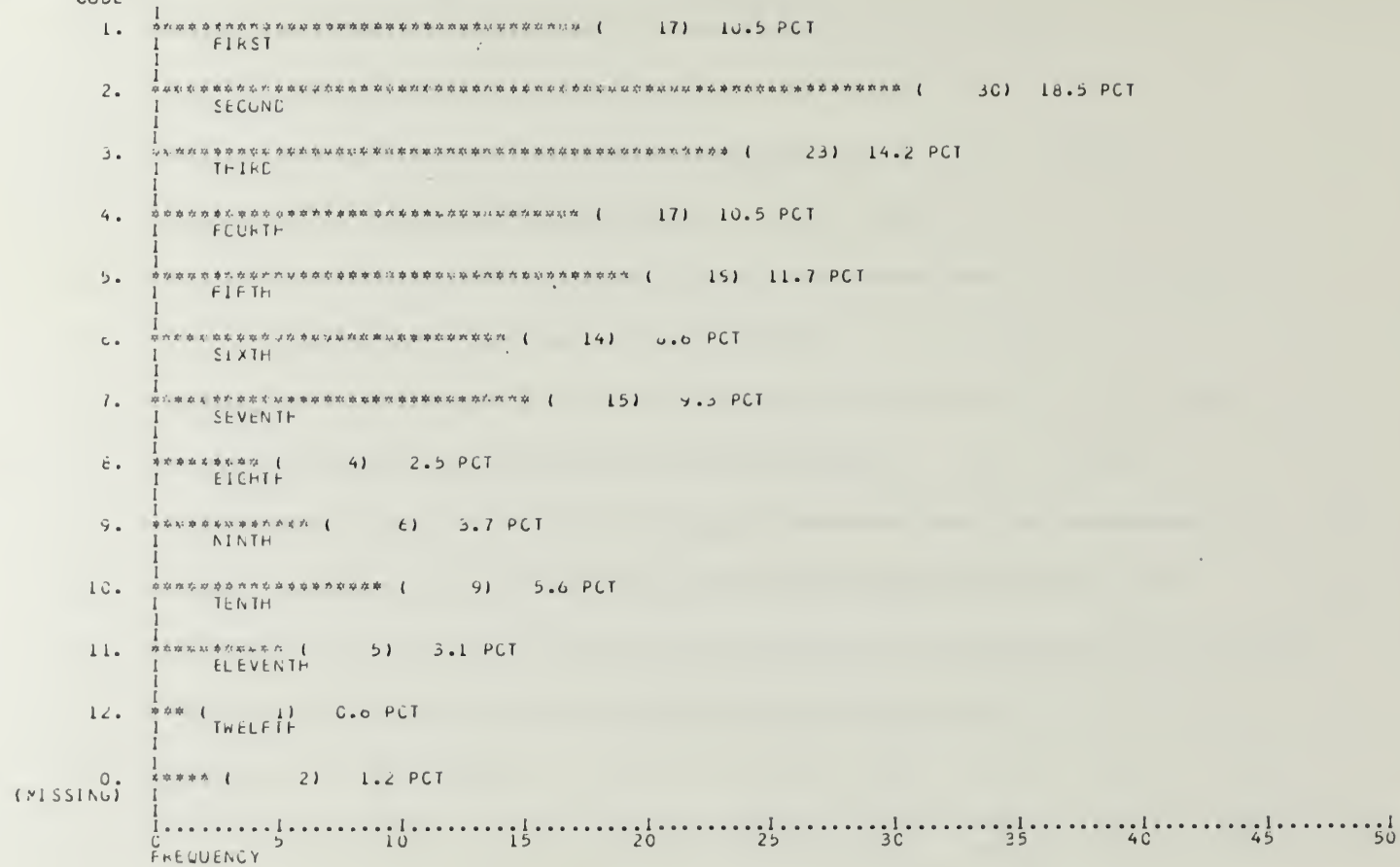


STATISTICS..

MEAN	6.200	STD ERROR	0.234	MEDIAN	6.278
MODE	9.000	STD DEV	2.961	VARIANCE	8.765
KURTOSIS	-0.895	SKEWNESS	0.010	RANGE	11.000
MINIMUM	1.000	MAXIMUM	12.000		

VALID OBSERVATIONS - 160
MISSING OBSERVATIONS - 2

VARIABLE VAR012 OPPORTUN ADVANCE EDUCA,TRAINING,GROWTH

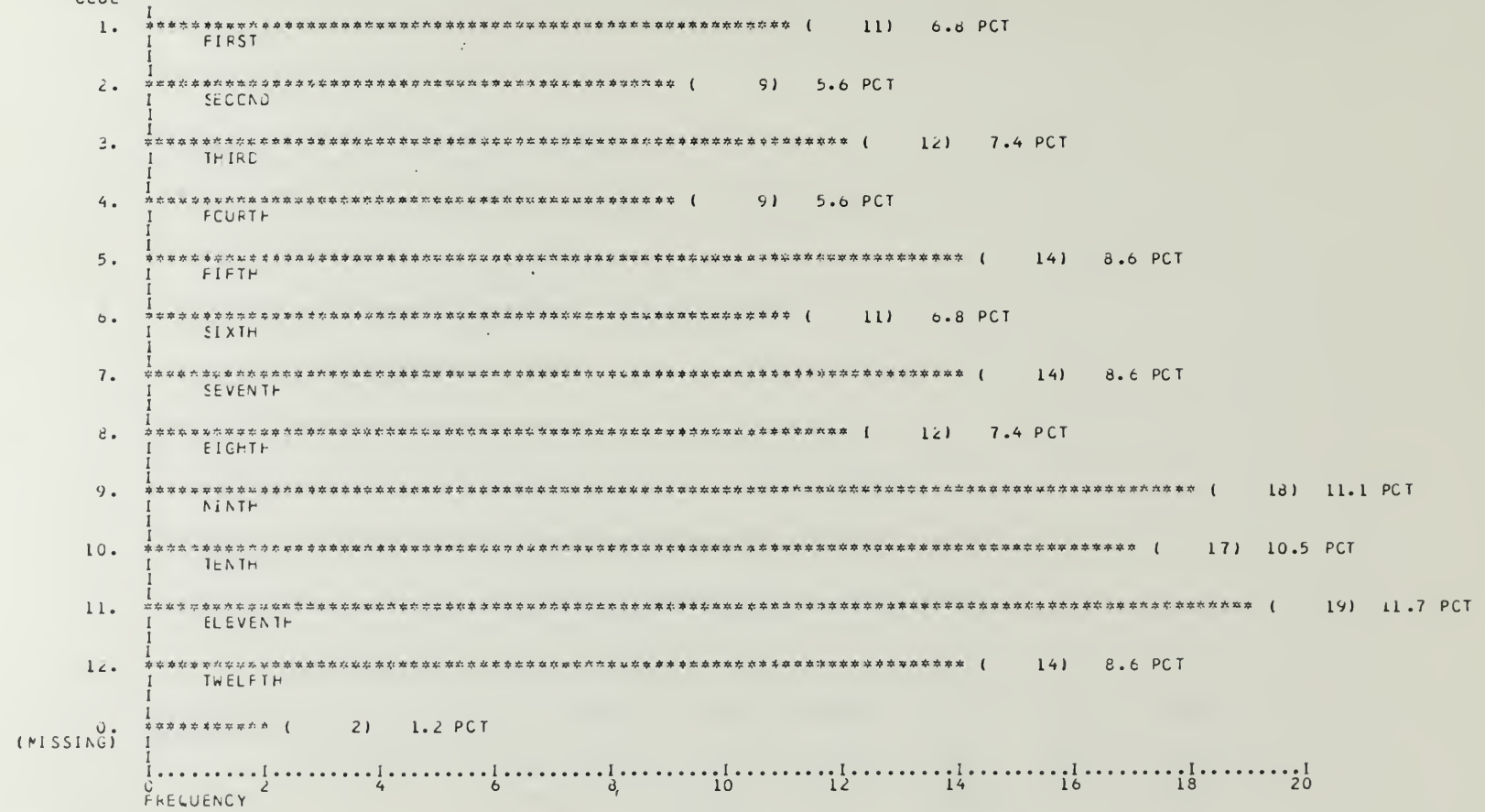

CODE
1. FIRST (17) 10.5 PCT
2. SECOND (30) 18.5 PCT
3. THIRD (23) 14.2 PCT
4. FOURTH (17) 10.5 PCT
5. FIFTH (19) 11.7 PCT
6. SIXTH (14) 8.6 PCT
7. SEVENTH (15) 9.3 PCT
8. EIGHTH (4) 2.5 PCT
9. NINTH (6) 3.7 PCT
10. TENTH (9) 5.6 PCT
11. ELEVENTH (5) 3.1 PCT
12. TWELFTH (1) 0.6 PCT
0. (MISSING) (2) 1.2 PCT
0 5 10 15 20 25 30 35 40 45 50
FREQUENCY

STATISTICS..

MEAN	4.691	STD ERROR	0.225	MEDIAN	4.088
MODE	2.000	STD DEV	2.848	VARIANCE	8.108
KURTOSIS	-0.455	SKEWNESS	0.886	RANGE	11.000
MINIMUM	1.000	MAXIMUM	12.000		

VALID OBSERVATIONS - 160
MISSING OBSERVATIONS - 2

VARIABLE VAR013 PROMCTE NAT,HUMAINTARIAN CBJECTIVES

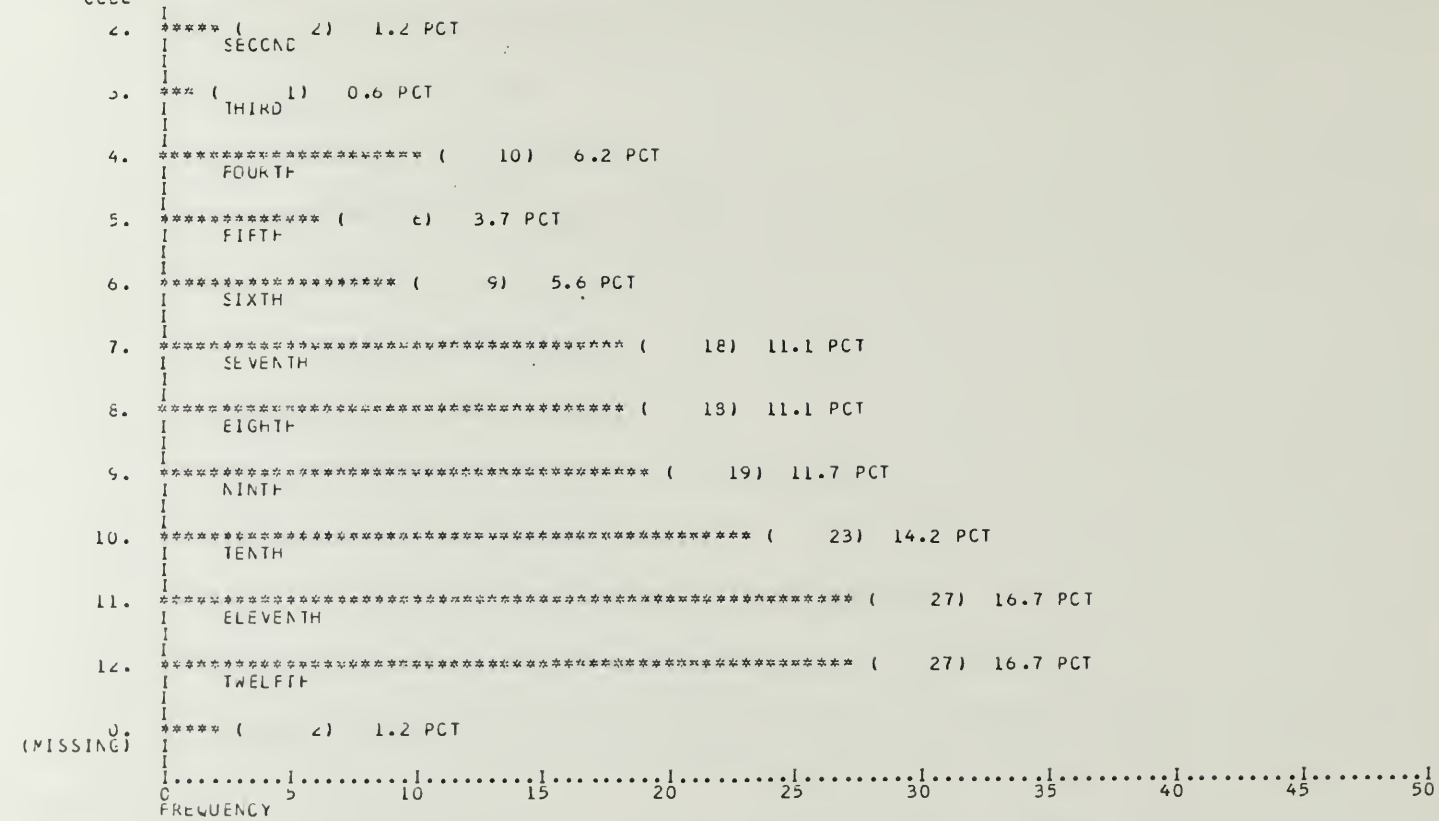

CCDE
1. FIRST (11) 6.8 PCT
2. SECCND (9) 5.6 PCT
3. THIRC (12) 7.4 PCT
4. FCURTH (9) 5.6 PCT
5. FIFTH (14) 8.6 PCT
6. SIXTH (11) 6.8 PCT
7. SEVENTH (14) 8.6 PCT
8. EIGHTH (12) 7.4 PCT
9. NINTH (18) 11.1 PCT
10. TENTH (17) 10.5 PCT
11. ELEVENTH (19) 11.7 PCT
12. TWELFTH (14) 8.6 PCT
0. (MISSING) ********** (2) 1.2 PCT
0 2 4 6 8 10 12 14 16 18 20
FREQUENCY

STATISTICS..

MEAN	7.125	STD ERROR	0.270	MEDIAN	7.500
MCDE	11.000	STD DEV	3.411	VARIANCE	11.632
KURTCSIS	-1.133	SKEWNESS	-0.278	RANGE	11.000
MINIMUM	1.000	MAXIMUM	12.000		

VALIL CBSERVATICNS - 160
MISSING CBSERVATICNS - 2

VARIABLE VAR014 SCC AND CULTURAL ACTIVITIES

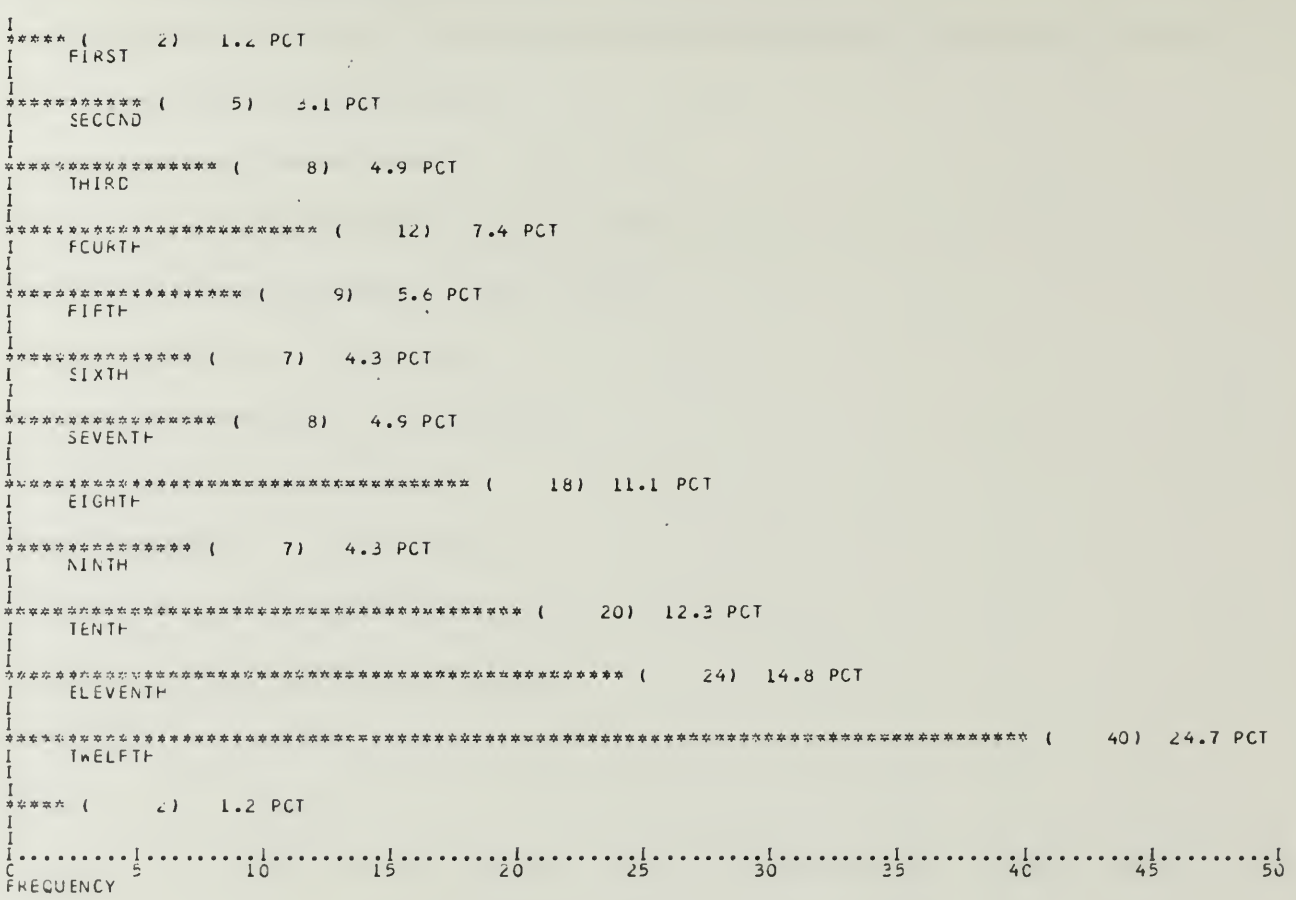


STATISTICS..

MEAN	8.894	STD ERROR	0.201	MEDIAN	9.342
MODE	12.000	STD DEV	2.537	VARIANCE	6.435
KURTOSIS	-0.434	SKEWNESS	-0.636	RANGE	10.000
MINIMUM	2.000	MAXIMUM	12.000		

VALID OBSERVATIONS - 160
MISSING OBSERVATIONS - 2

VARIABLE VAR015 HOME LIFE,COMMUNITY AFFAIRS

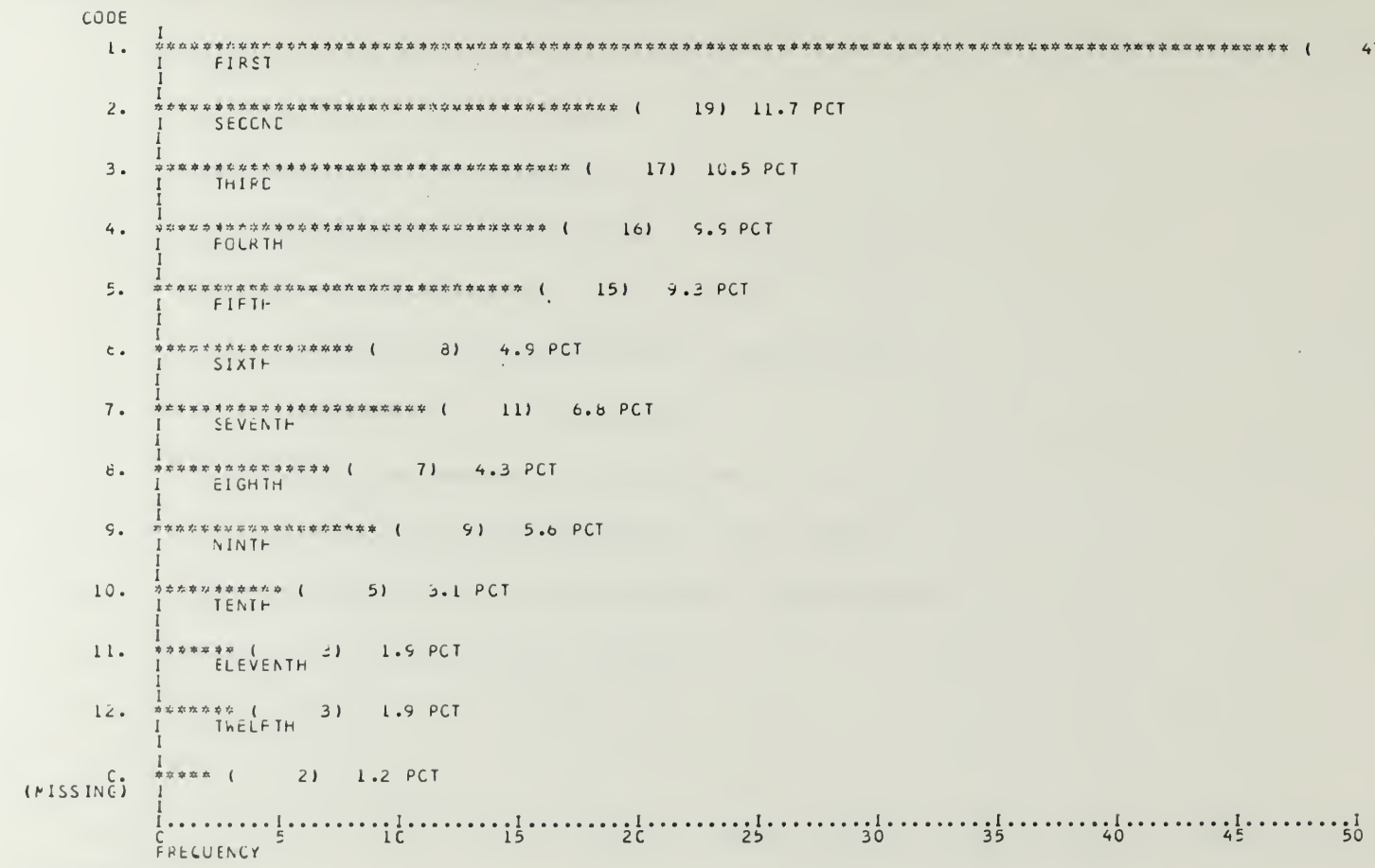


STATISTICS..

MEAN	8.612	STD ERROR	0.256	MEDIAN	9.700
MODE	12.000	STD DEV	3.241	VARIANCE	10.503
KURTOSIS	-0.838	SKEWNESS	-0.662	RANGE	11.000
MINIMUM	1.000	MAXIMUM	12.000		

VALID OBSERVATIONS - 160
MISSING OBSERVATIONS - 2

VARIABLE VAR016 JOB SECUR,PERS PRACTICES,RETIREMENT

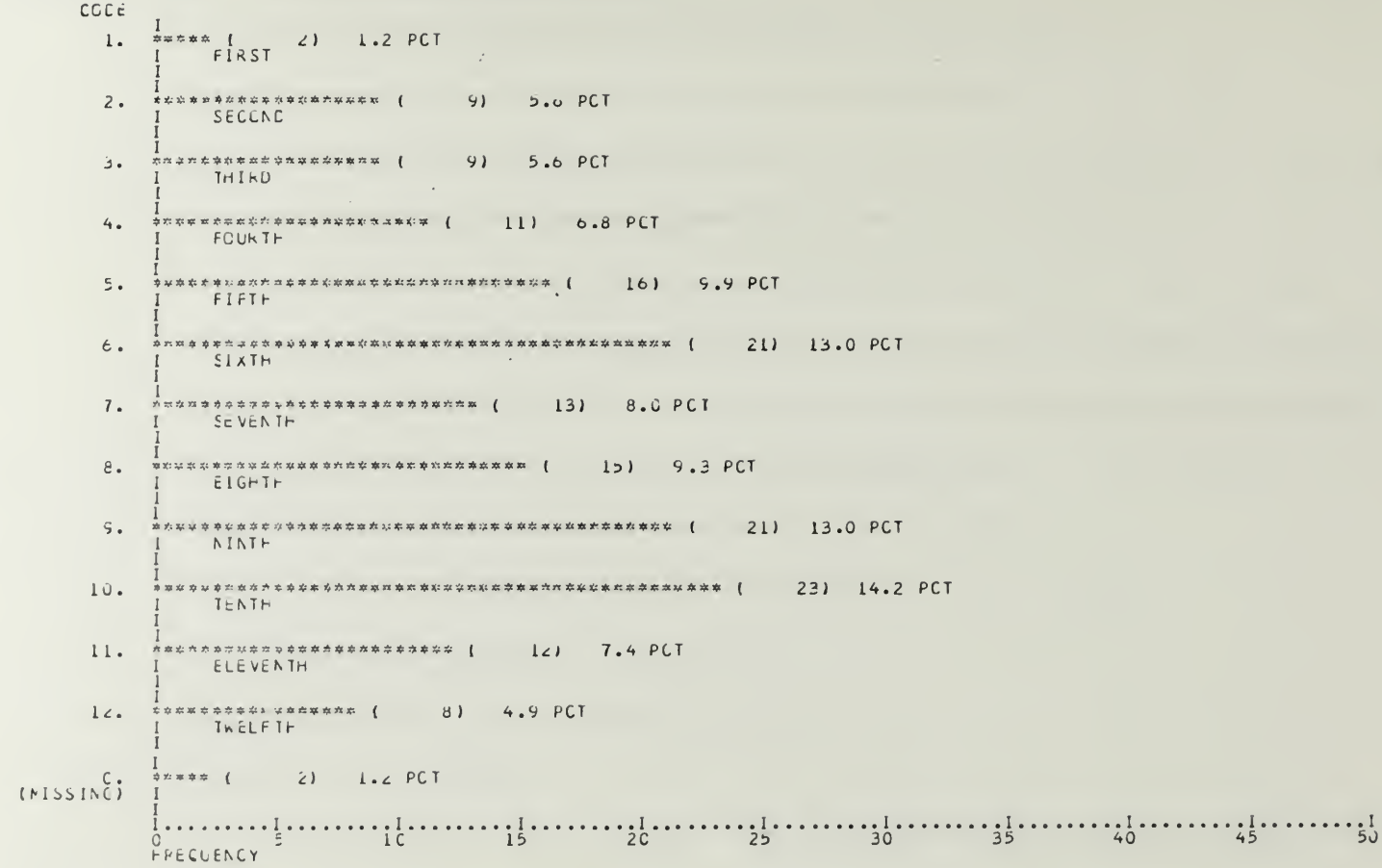

CODE
1. FIRST (47) 29.0 PCT
2. SECOND (19) 11.7 PCT
3. THIRD (17) 10.5 PCT
4. FOURTH (16) 9.9 PCT
5. FIFTH (15) 9.3 PCT
6. SIXTH (8) 4.9 PCT
7. SEVENTH (11) 6.8 PCT
8. EIGHTH (7) 4.3 PCT
9. NINTH (9) 5.6 PCT
10. TENTH (5) 3.1 PCT
11. ELEVENTH (3) 1.9 PCT
12. TWELFTH (3) 1.9 PCT
C. (MISSING) (2) 1.2 PCT
0 5 10 15 20 25 30 35 40 45 50
FREQUENCY

STATISTICS..

MEAN	4.100	STD ERROR	0.244	MEDIAN	3.324
MODE	1.000	STD DEV	3.088	VARIANCE	9.537
KURTOSIS	-0.427	SKEWNESS	0.793	RANGE	11.000
MINIMUM	1.000	MAXIMUM	12.000		

VALID OBSERVATIONS - 160
MISSING OBSERVATIONS - 2

VARIABLE VAR017 FRIENDSHIPS,SHARING VAL,INTERESTS



STATISTICS..

MEAN	7.219	STD ERROR	0.227	MEDIAN	7.423
MODE	10.000	STD DEV	2.876	VARIANCE	8.273
KURTOSIS	-0.932	SKEWNESS	-0.231	RANGE	11.000
MINIMUM	1.000	MAXIMUM	12.000		

VALID OBSERVATIONS - 160
MISSING OBSERVATIONS - 2

VARIABLE VAR018 OPPORTUN INVESTIGATE,TRY IDEAS

CODE			
1.	FIRST	(11)	6.8 PCT
2.	SECOND	(14)	8.6 PCT
3.	THIRD	(17)	10.5 PCT
4.	FOURTH	(17)	10.5 PCT
5.	FIFTH	(15)	9.3 PCT
6.	SIXTH	(20)	12.3
7.	SEVENTH	(20)	12.3
8.	EIGHTH	(14)	8.6 PCT
9.	NINTH	(10)	6.2 PCT
10.	TENTH	(12)	7.4 PCT
11.	ELEVENTH	(6)	3.7 PCT
12.	TWELFTH	(4)	2.5 PCT
0. (MISSING)		(2)	1.2 PCT

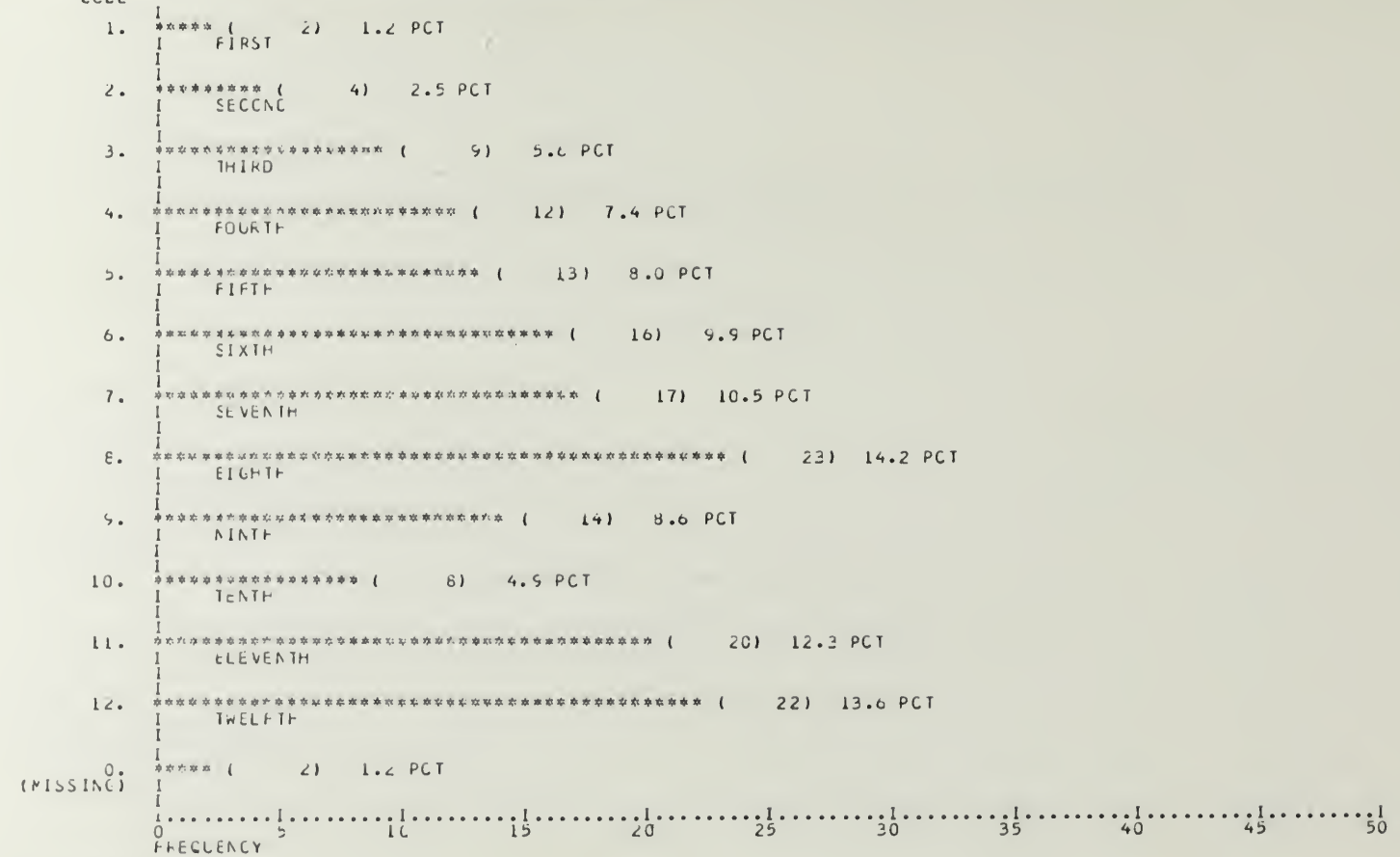
0 2 4 6 8 10 12 14 16 18 20
FREQUENCY

STATISTICS..

MEAN	5.806	STD ERROR	0.233	MEDIAN	5.800
MODE	7.000	STD DEV	2.947	VARIANCE	8.686
KURTOSIS	-0.867	SKEWNESS	0.174	RANGE	11.000
MINIMUM	1.000	MAXIMUM	12.000		

VALID OBSERVATIONS - 160
MISSING OBSERVATIONS - 2

VARIABLE VAR015 CARRY OUT PLANS ORDERLY ORGANIZATION

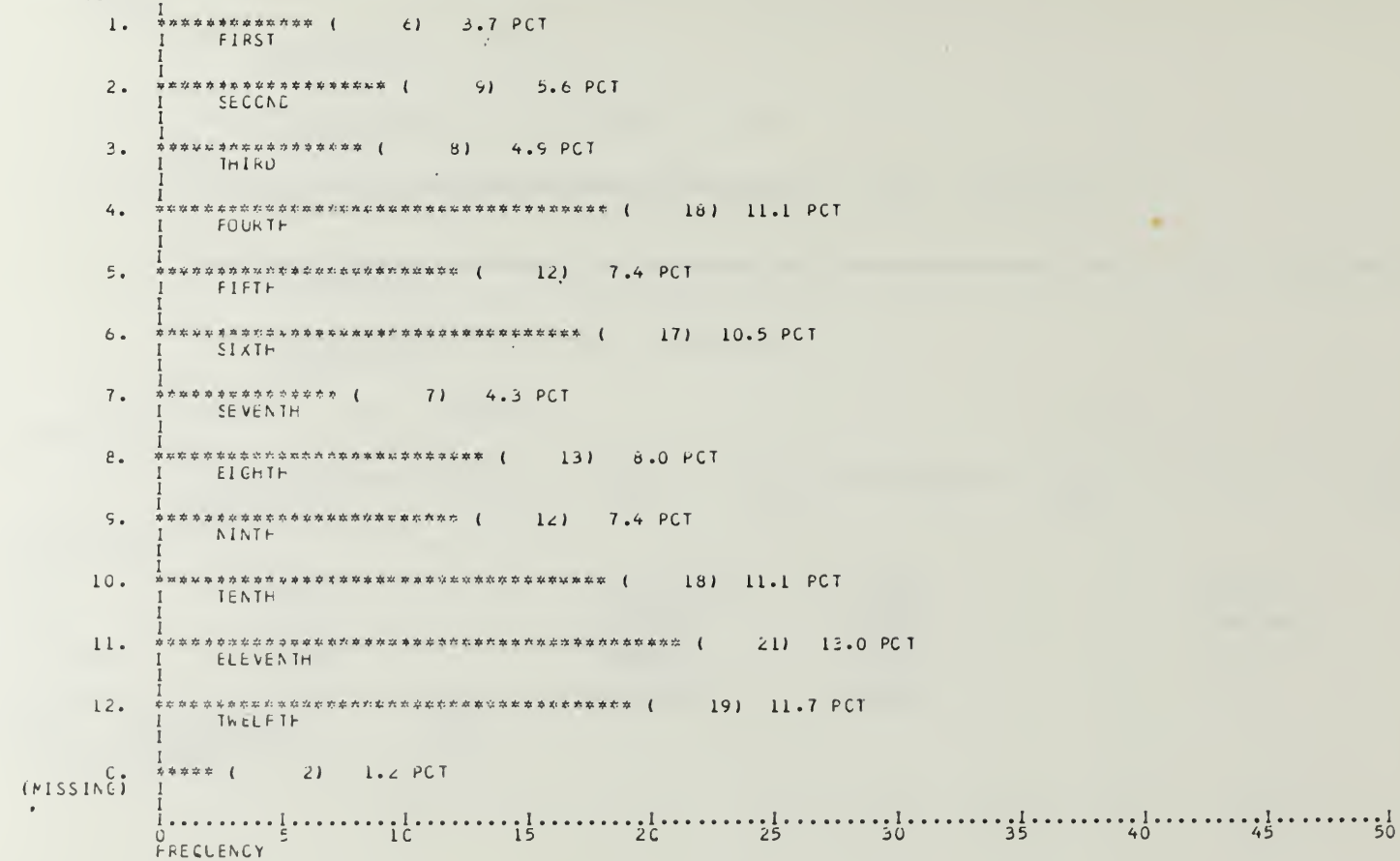


STATISTICS..

MEAN	7.744	STD ERROR	0.237	MEDIAN	7.804
MODE	8.000	STD DEV	2.993	VARIANCE	8.959
KURTOSIS	-0.950	SKEWNESS	-0.192	RANGE	11.000
MINIMUM	1.000	MAXIMUM	12.000		

VALID OBSERVATIONS - 160
MISSING OBSERVATIONS - 2

VARIABLE VARC20 POSITION OF PRESTIGE,RECOGNITION

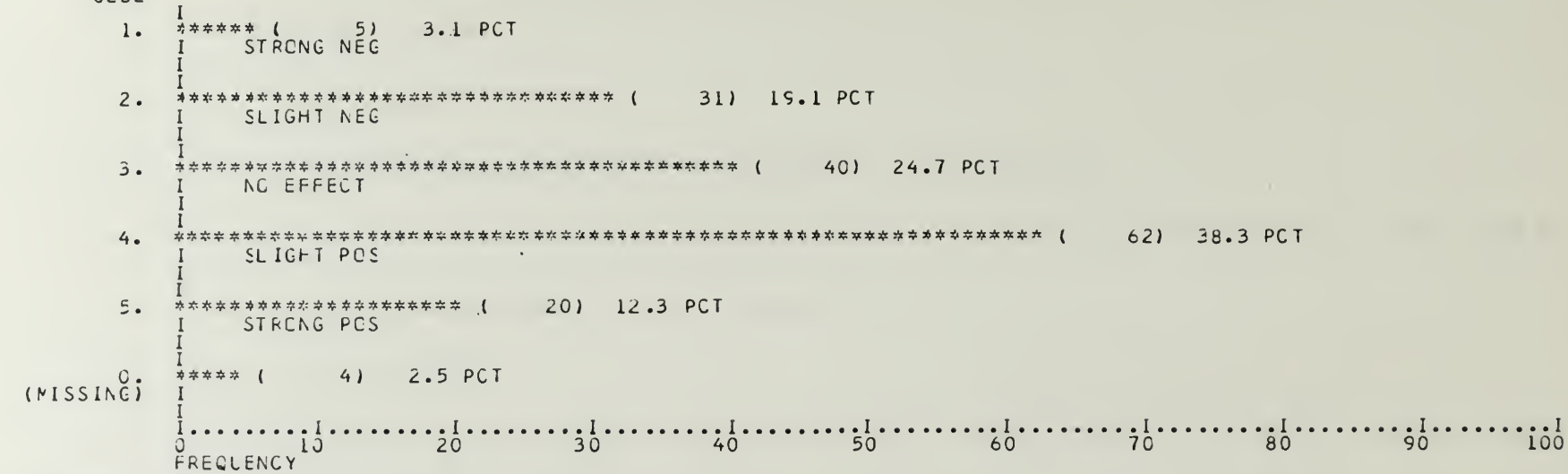


STATISTICS..

MEAN	7.387	STD ERROR	0.266	MEDIAN	7.731
MODE	11.000	STD DEV	3.370	VARIANCE	11.358
KURTOSIS	-1.212	SKEWNESS	-0.219	RANGE	11.000
MINIMUM	1.000	MAXIMUM	12.000		

VALID OBSERVATIONS - 160
MISSING OBSERVATIONS - 2

VARIABLE VAR021 EXECUTIVE OFFICERS

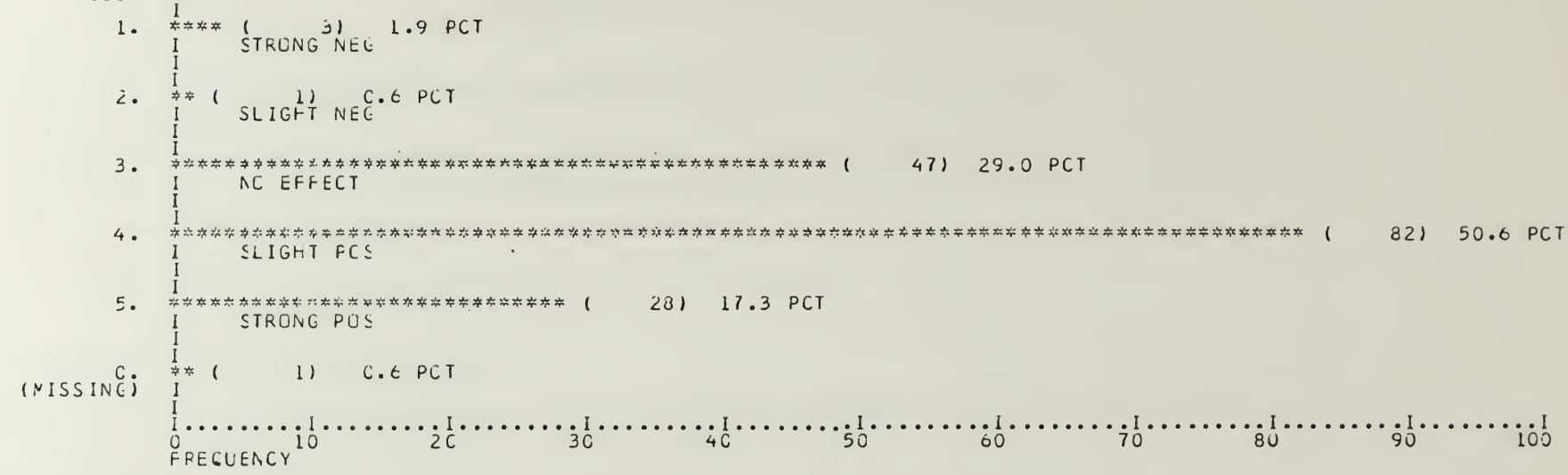

CODE
1. ****** (5) 3.1 PCT
STRONG NEG
2. ********** (31) 19.1 PCT
SLIGHT NEG
3. ********** (40) 24.7 PCT
NO EFFECT
4. ********** (62) 38.3 PCT
SLIGHT POS
5. ********** (20) 12.3 PCT
STRONG POS
0. ***** (4) 2.5 PCT
(MISSING)
0 10 20 30 40 50 60 70 80 90 100
FREQUENCY

STATISTICS..

MEAN	3.386	STD ERROR	0.083	MEDIAN	3.548
MODE	4.000	STD DEV	1.039	VARIANCE	1.079
KURTOSIS	-0.679	SKEWNESS	-0.310	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		

VALID OBSERVATIONS - 158
MISSING OBSERVATIONS - 4

VARIABLE VAR022 SEA PAY

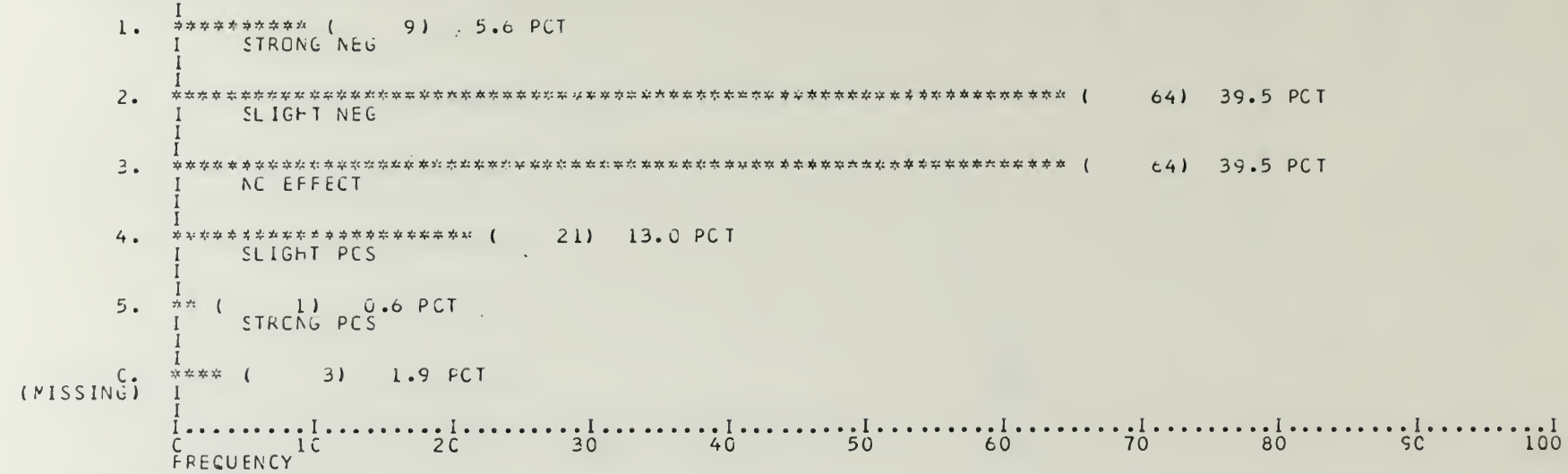

CODE
1. **** (3) 1.9 PCT
STRONG NEG
2. ** (1) 0.6 PCT
SLIGHT NEG
3. ********** (47) 29.0 PCT
NO EFFECT
4. ********** (82) 50.6 PCT
SLIGHT POS
5. ********** (28) 17.3 PCT
STRONG POS
(MISSING) ** (1) 0.6 PCT
0 10 20 30 40 50 60 70 80 90 100
FREQUENCY

STATISTICS..

MEAN	3.814	STD ERROR	0.062	MEDIAN	3.860
MODE	4.000	STD DEV	0.792	VARIANCE	0.628
KURTOSIS	1.392	SKEWNESS	-0.641	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		

VALID OBSERVATIONS - 161
MISSING OBSERVATIONS - 1

VARIABLE VAR023 PRESENT TIME IN GRADE REQUIRED

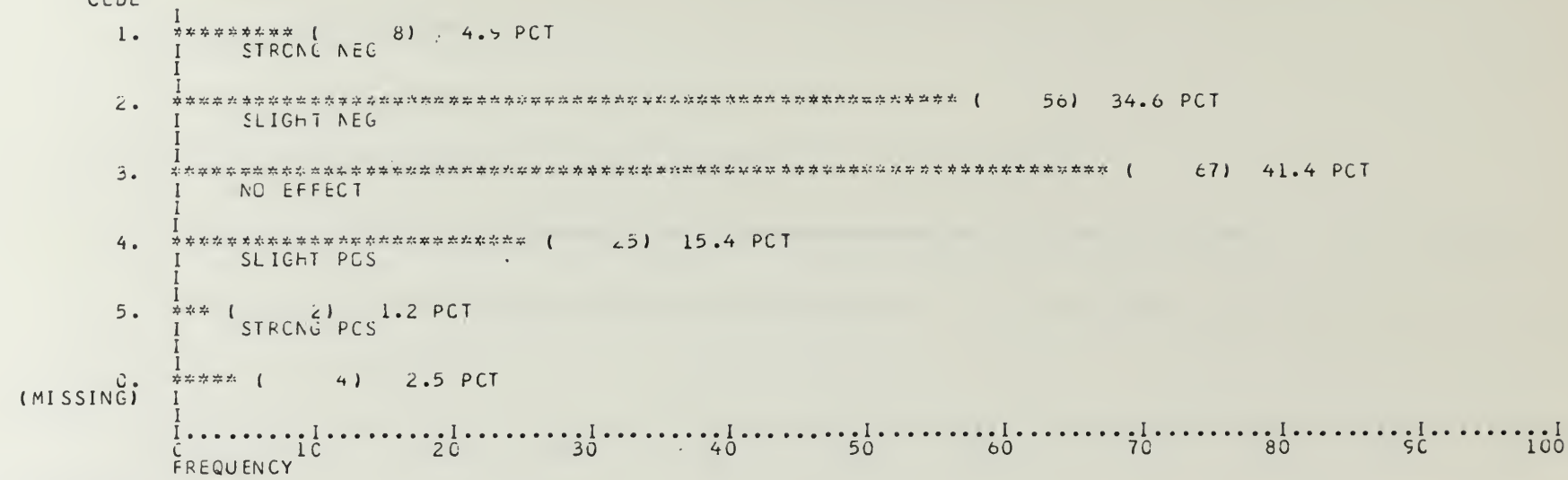

CODE
1. ********** (9) 5.6 PCT
STRONG NEG
2. ********** (64) 39.5 PCT
SLIGHT NEG
3. ********** (64) 39.5 PCT
NO EFFECT
4. ********** (21) 13.0 PCT
SLIGHT POS
5. ** (1) 0.6 PCT
STRONG POS
C. **** (3) 1.9 PCT
(MISSING)
C 10 20 30 40 50 60 70 80 90 100
FREQUENCY

STATISTICS..

MEAN	2.629	STD ERROR	0.064	MEDIAN	2.602
MODE	3.000	STD DEV	0.808	VARIANCE	0.653
KURTOSIS	-0.302	SKEWNESS	0.191	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		

VALID OBSERVATIONS - 159
MISSING OBSERVATIONS - 3

VARIABLE VAR024 MINORITY PROBLEMS

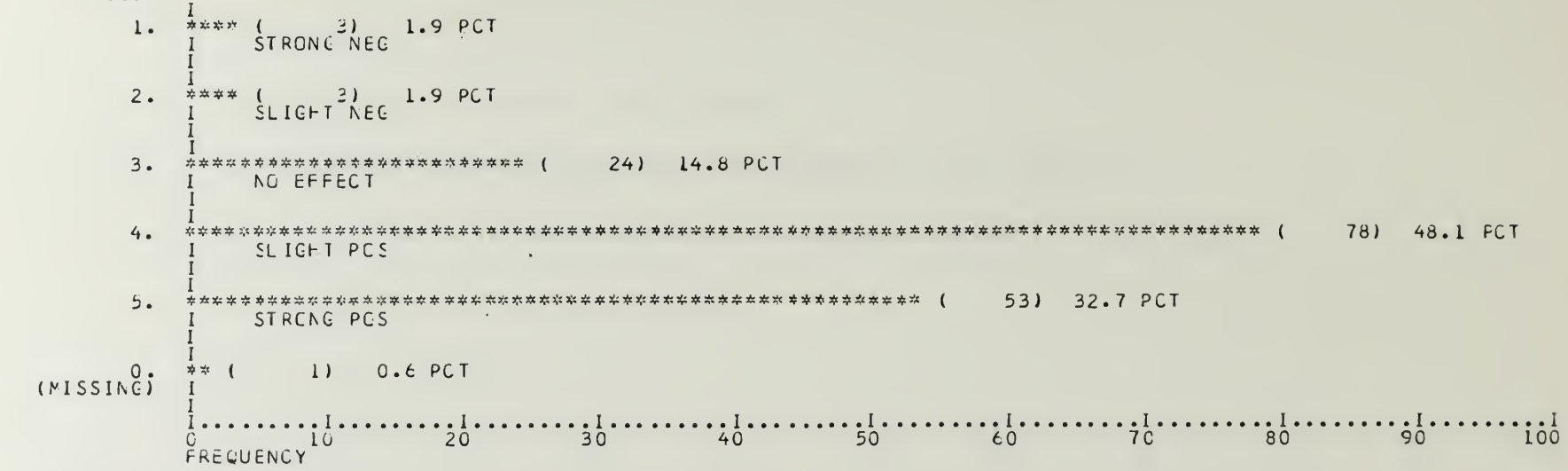

CODE
1. ********* (8) 4.9 PCT
STRONG NEG
2. ********** (56) 34.6 PCT
SLIGHT NEG
3. ********** (67) 41.4 PCT
NO EFFECT
4. ********** (25) 15.4 PCT
SLIGHT POS
5. *** (2) 1.2 PCT
STRONG POS
0. ***** (4) 2.5 PCT
(MISSING)
0 10 20 30 40 50 60 70 80 90 100
FREQUENCY

STATISTICS..

MEAN	2.728	STD ERROR	0.066	MEDIAN	2.724
MODE	3.000	STD DEV	0.834	VARIANCE	0.696
KURTOSIS	-0.273	SKEWNESS	0.148	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		

VALID OBSERVATIONS - 158
MISSING OBSERVATIONS - 4

VARIABLE VAR025 NAV PG SCHCCL CRDERS

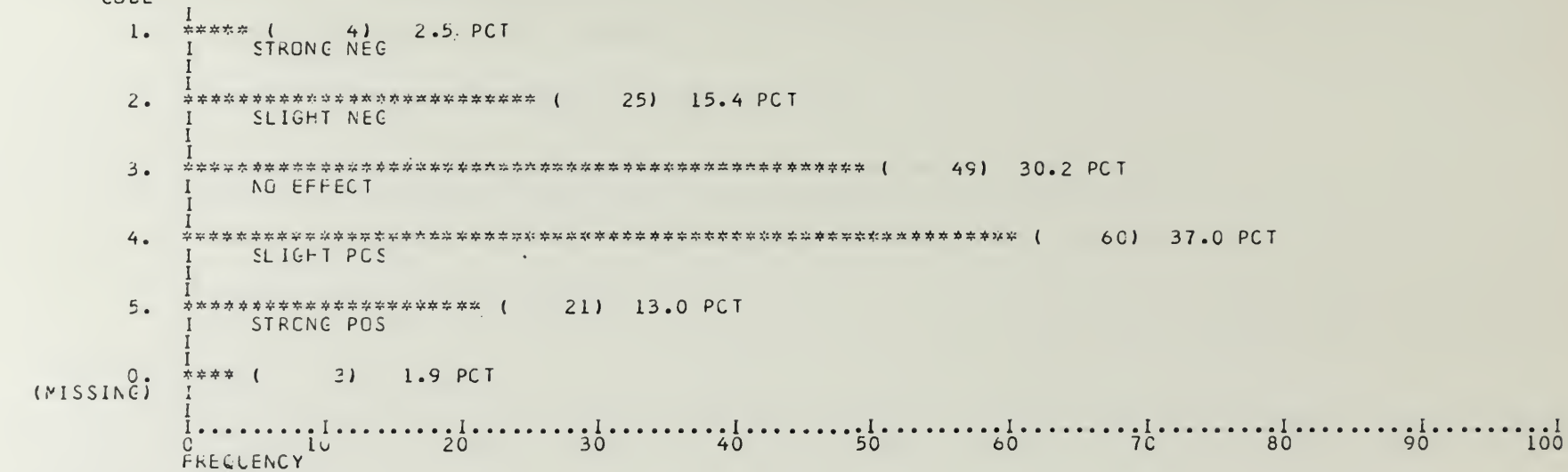

CCDE
1. **** (3) 1.9 PCT
STRONG NEG
2. **** (3) 1.9 PCT
SLIGHT NEG
3. ************************ (24) 14.8 PCT
NO EFFECT
4. ********** (78) 48.1 PCT
SLIGHT PCS
5. ********** (53) 32.7 PCT
STRONG PCS
0. ** (1) 0.6 PCT
(MISSING)
0 10 20 30 40 50 60 70 80 90 100
FREQUENCY

STATISTICS..

MEAN	4.087	STD ERROR	0.067	MEDIAN	4.147
MODE	4.000	STD DEV	0.847	VARIANCE	0.717
KURTOSIS	1.884	SKEWNESS	-1.094	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		

VALID CBSERVATICNS - 161
MISSING CBSERVATICNS - 1

VARIABLE VAR026 COMPARE WITH CIVILIANS

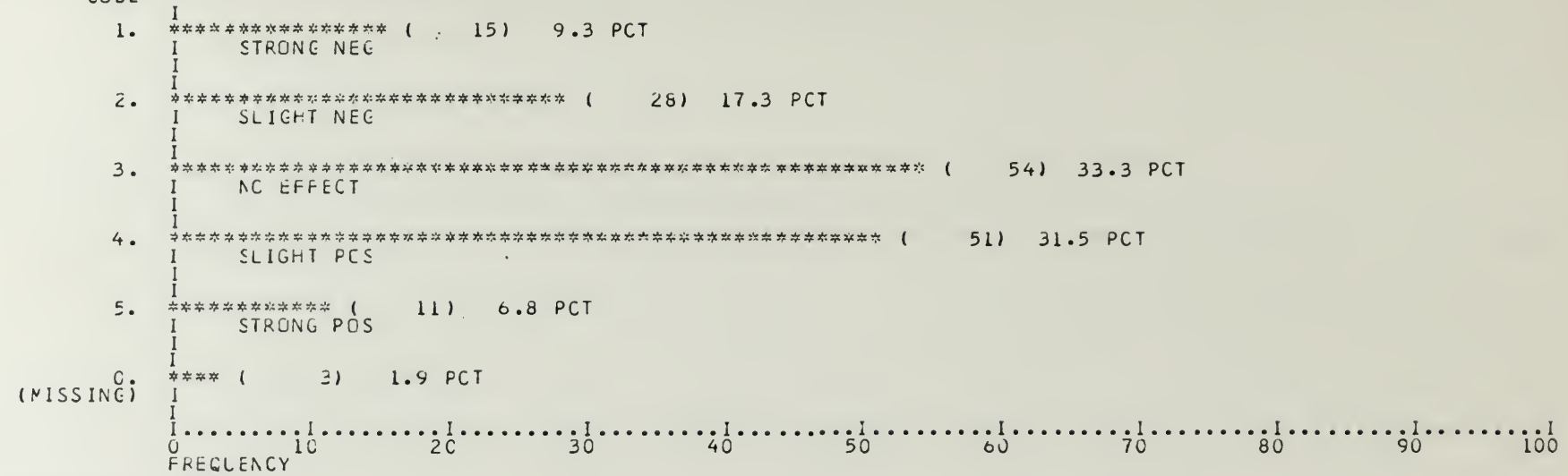

CODE
1. ***** (4) 2.5 PCT
STRONG NEG
2. ********** (25) 15.4 PCT
SLIGHT NEG
3. ********** (49) 30.2 PCT
NO EFFECT
4. ********** (60) 37.0 PCT
SLIGHT POS
5. ********** (21) 13.0 PCT
STRONG POS
0. **** (3) 1.9 PCT
(MISSING)
0 10 20 30 40 50 60 70 80 90 100
FREQUENCY

STATISTICS..

MEAN	3.434	STD ERROR	0.079	MEDIAN	3.525
MODE	4.000	STD DEV	0.991	VARIANCE	0.981
KURTOSIS	-0.485	SKEWNESS	-0.286	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		

VALID OBSERVATIONS - 159
MISSING OBSERVATIONS - 3

VARIABLE VAR027 EXAMS FOR EACH RANK

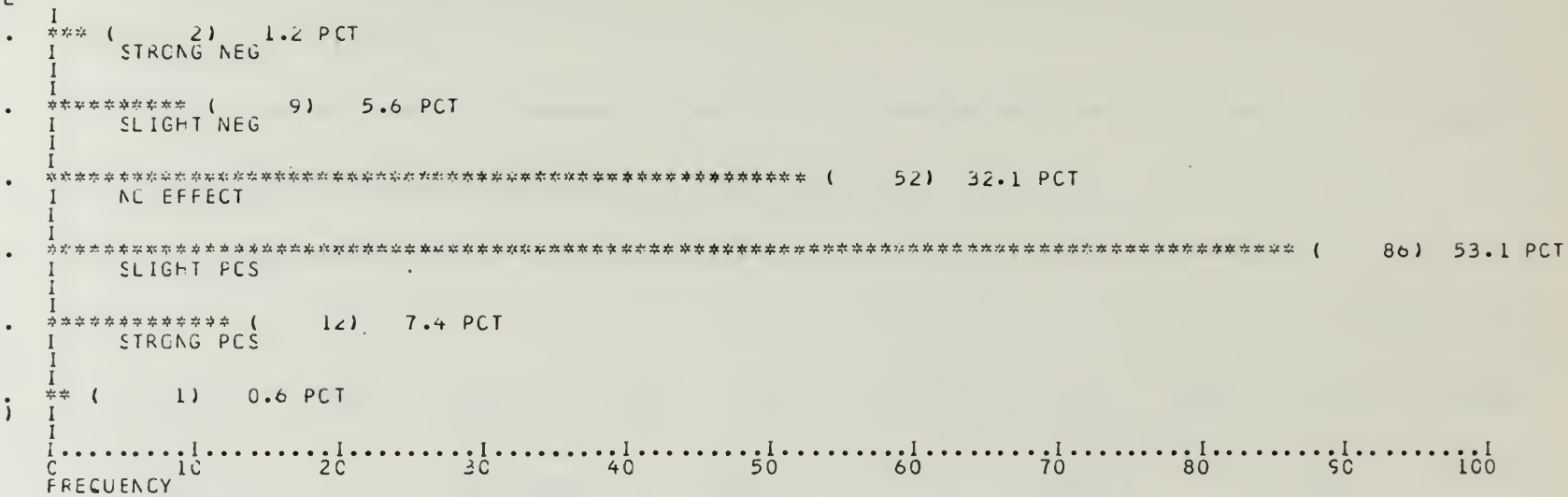

CODE
1. ********** (15) 9.3 PCT
STRONG NEG
2. ********** (28) 17.3 PCT
SLIGHT NEG
3. ********** (54) 33.3 PCT
NO EFFECT
4. ********** (51) 31.5 PCT
SLIGHT POS
5. ********** (11) 6.8 PCT
STRONG POS
0. **** (3) 1.9 PCT
(MISSING)
0 10 20 30 40 50 60 70 80 90 100
FREQUENCY

STATISTICS..

MEAN	3.094	STD ERROR	0.085	MEDIAN	3.176
MODE	3.000	STD DEV	1.072	VARIANCE	1.149
KURTOSIS	-0.550	SKEWNESS	-0.312	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		

VALID OBSERVATIONS - 159
MISSING OBSERVATIONS - 3

VARIABLE VAR028 NAVY EXCHANGE

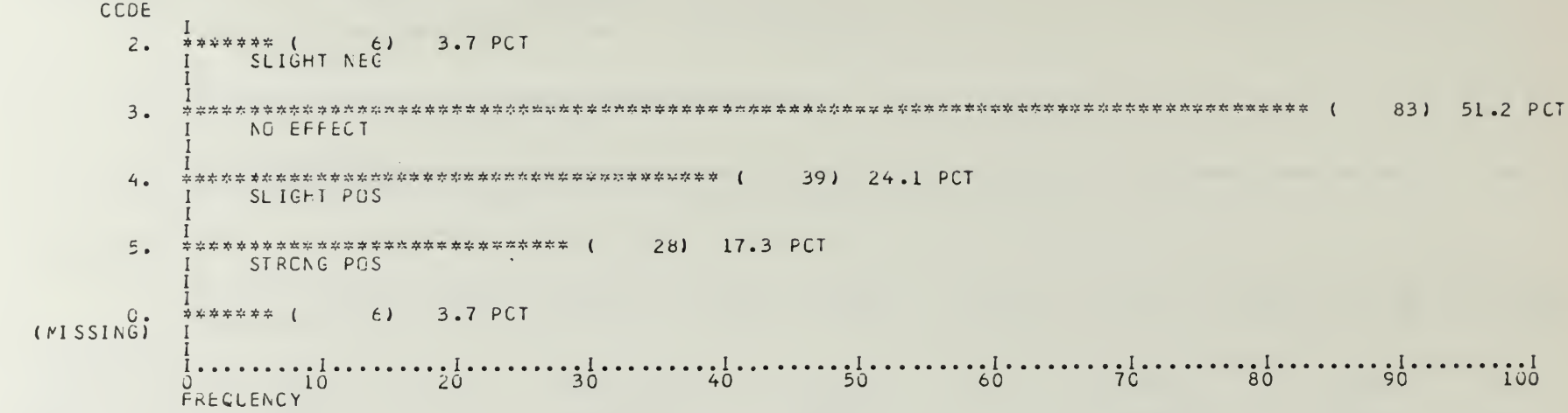

CODE
1. *** (2) 1.2 PCT
STRONG NEG
2. ********** (9) 5.6 PCT
SLIGHT NEG
3. ********** (52) 32.1 PCT
NO EFFECT
4. ********** (86) 53.1 PCT
SLIGHT PCS
5. ********** (12) 7.4 PCT
STRONG PCS
(MISSING) ** (1) 0.6 PCT
0 10 20 30 40 50 60 70 80 90 100
FREQUENCY

STATISTICS..

MEAN	3.602	STD ERROR	0.060	MEDIAN	3.703
MODE	4.000	STD DEV	0.761	VARIANCE	0.579
KURTOSIS	0.869	SKEWNESS	-0.648	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		

VALID OBSERVATIONS - 161
MISSING OBSERVATIONS - 1

VARIABLE VAR029 BAQ,ALL AFLCAT OFFICERS

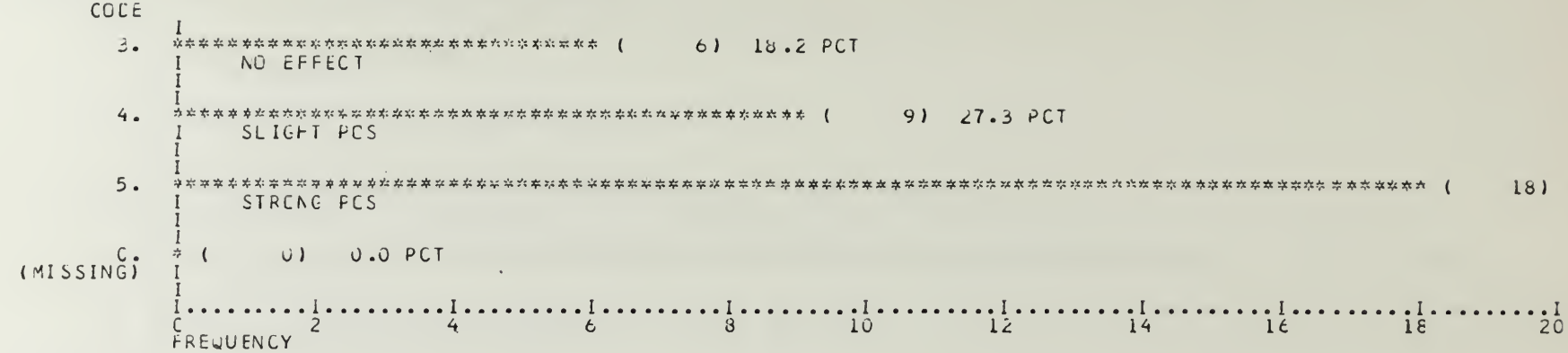

CODE
2. ******* (6) 3.7 PCT
SLIGHT NEG
3. ********** (83) 51.2 PCT
NO EFFECT
4. ********** (39) 24.1 PCT
SLIGHT POS
5. ********** (28) 17.3 PCT
STRONG POS
0. ******* (6) 3.7 PCT
(MISSING)
0 10 20 30 40 50 60 70 80 90 100
FREQUENCY

STATISTICS..

MEAN	3.571	STD ERROR	0.066	MEDIAN	3.367
MODE	3.000	STD DEV	0.828	VARIANCE	0.685
KURTOSIS	-0.738	SKEWNESS	0.527	RANGE	3.000
MINIMUM	2.000	MAXIMUM	5.000		

VALID OBSERVATIONS - 156
MISSING OBSERVATIONS - 6

VARIABLE VAR029 EAC,ALL AFLCAT OFFICERS

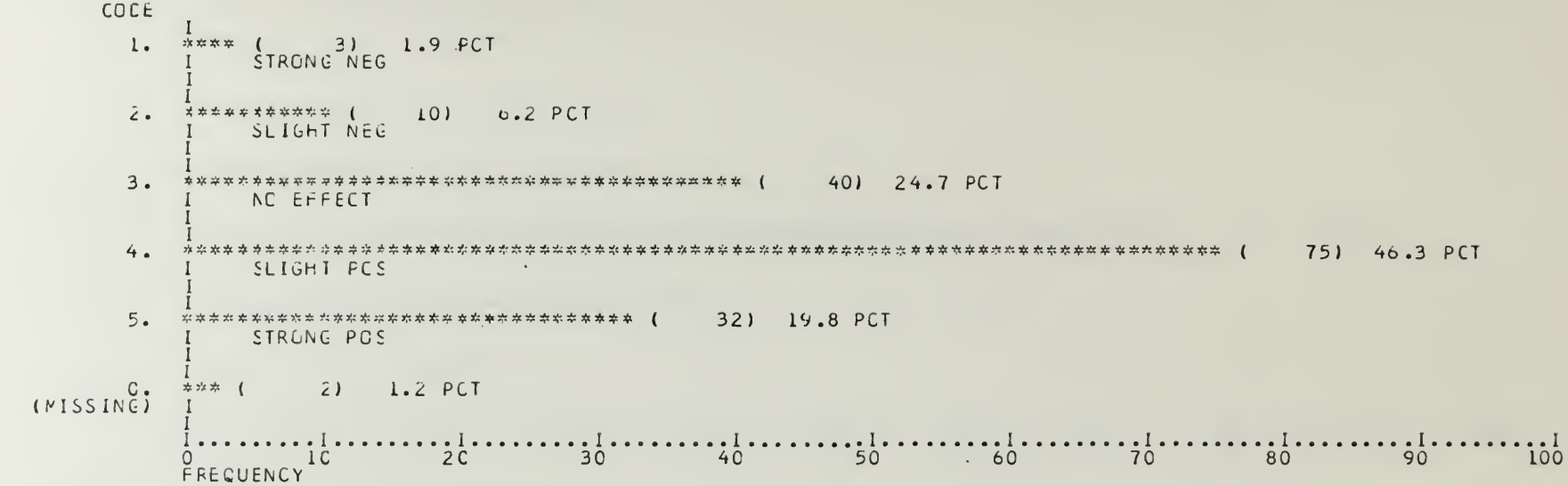


STATISTICS..

MEAN	4.364	STD ERROR	0.136	MEDIAN	0.0
MODE	5.000	STD DEV	0.783	VARIANCE	0.614
KURTOSIS	-0.962	SKEWNESS	-0.727	RANGE	2.000
MINIMUM	3.000	MAXIMUM	5.000		

VALID OBSERVATIONS - 33
MISSING OBSERVATIONS - 0

VARIABLE VAR030 SPCT PROMOTION PROGRAM

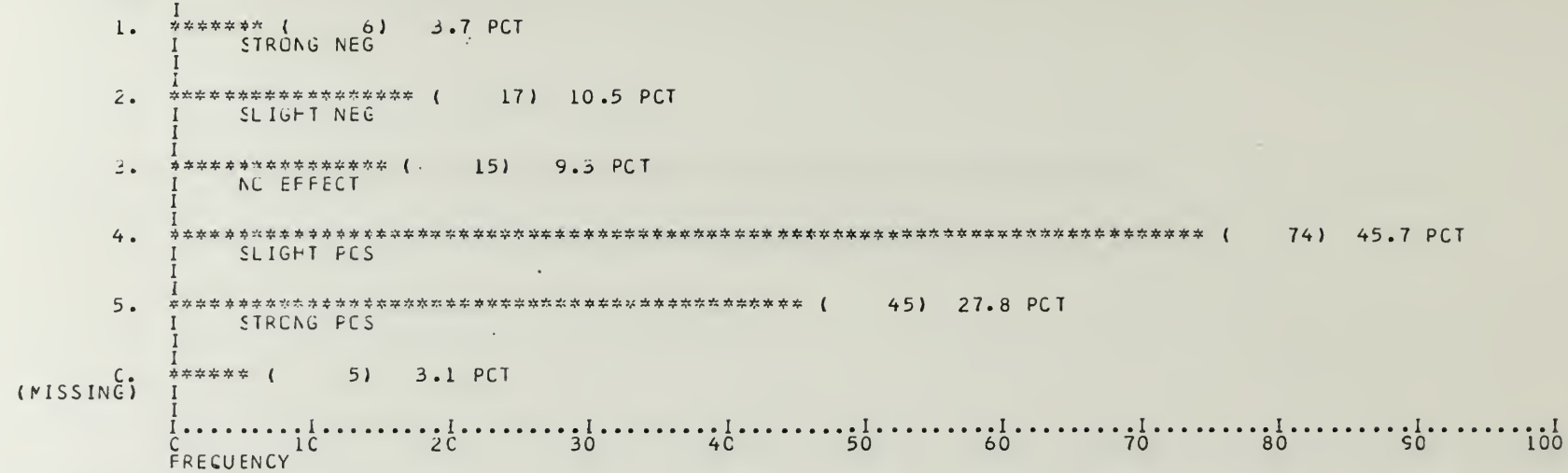

CODE
1. **** (3) 1.9 PCT
STRONG NEG
2. ********** (10) 6.2 PCT
SLIGHT NEG
3. ** (40) 24.7 PCT
NO EFFECT
4. ********** (75) 46.3 PCT
SLIGHT POS
5. ********** (32) 19.8 PCT
STRONG POS
C. *** (2) 1.2 PCT
(MISSING)
0 10 20 30 40 50 60 70 80 90 100
FREQUENCY

STATISTICS..

MEAN	3.769	STD ERROR	0.072	MEDIAN	3.860
MODE	4.000	STD DEV	0.906	VARIANCE	0.820
KURTOSIS	0.403	SKEWNESS	-0.650	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		

VALID OBSERVATIONS - 160
MISSING OBSERVATIONS - 2

VARIABLE VAR031 COMMANDING OFFICERS

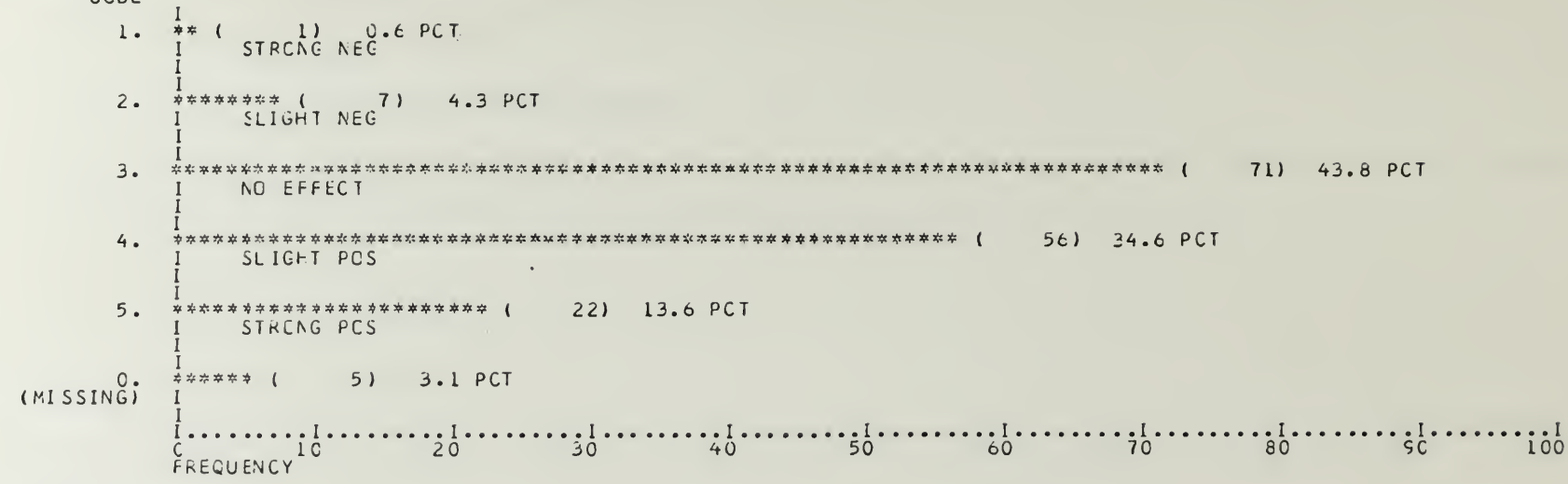

CODE
1. ******* (6) 3.7 PCT
STRONG NEG
2. ********** (17) 10.5 PCT
SLIGHT NEG
3. ********** (15) 9.5 PCT
NO EFFECT
4. ********** (74) 45.7 PCT
SLIGHT PCS
5. ********** (45) 27.8 PCT
STRONG PCS
0. ****** (5) 3.1 PCT
(MISSING)
0 10 20 30 40 50 60 70 80 90 100
FREQUENCY

STATISTICS..

MEAN	3.860	STD ERROR	0.085	MEDIAN	4.047
MODE	4.000	STD DEV	1.071	VARIANCE	1.147
KURTOSIS	0.380	SKEWNESS	-1.007	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		

VALID OBSERVATIONS - 157
MISSING OBSERVATIONS - 5

VARIABLE VAR032 SURFACE WARFARE SCHOOL

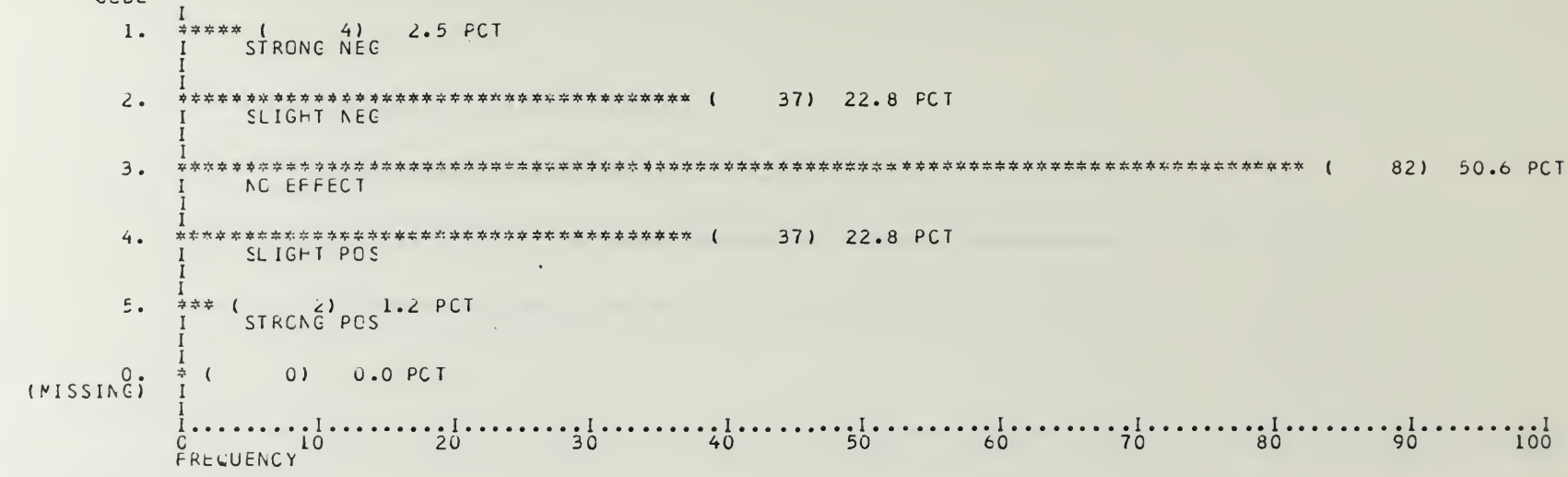

CODE
1. ** (1) 0.6 PCT
STRONG NEG
2. ******** (7) 4.3 PCT
SLIGHT NEG
3. ********** (71) 43.8 PCT
NO EFFECT
4. ********** (56) 34.6 PCT
SLIGHT POS
5. ********** (22) 13.6 PCT
STRONG POS
0. ****** (5) 3.1 PCT
(MISSING)
0 10 20 30 40 50 60 70 80 90 100
FREQUENCY

STATISTICS..

MEAN	3.580	STD ERROR	0.065	MEDIAN	3.493
MODE	3.000	STD DEV	0.810	VARIANCE	0.655
KURTOSIS	-0.189	SKEWNESS	0.104	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		

VALID OBSERVATIONS - 157
MISSING OBSERVATIONS - 5

VARIABLE VAR033 OFFICER LIVING CONDITION SHIPS

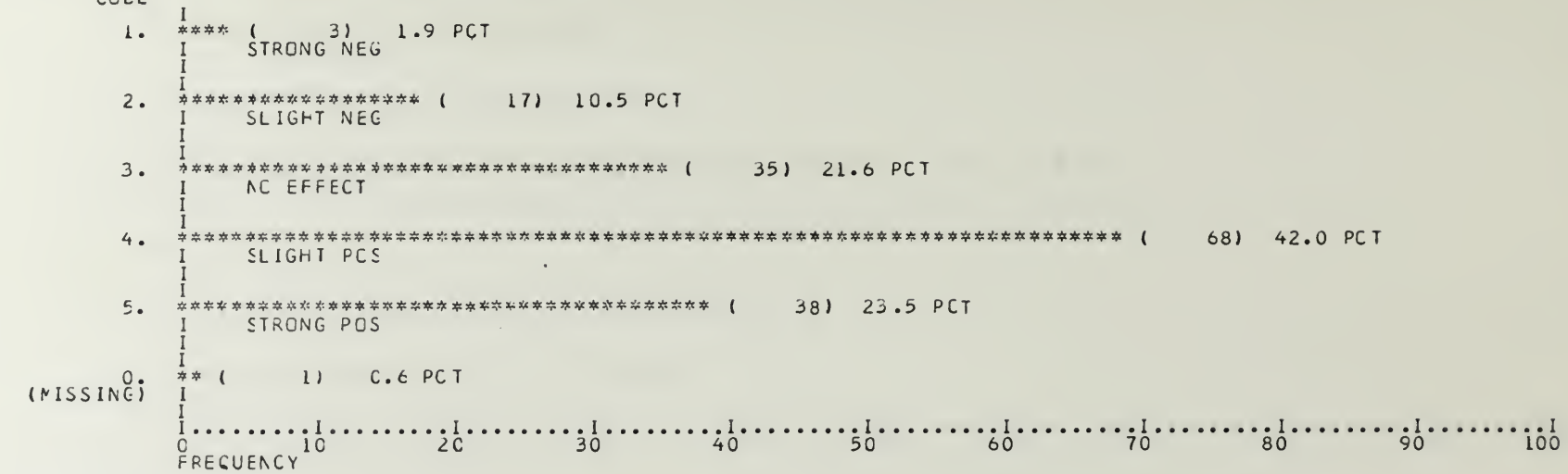

CODE
1. ***** (4) 2.5 PCT
STRONG NEG
2. ********** (37) 22.8 PCT
SLIGHT NEG
3. ********** (82) 50.6 PCT
NO EFFECT
4. ********** (37) 22.8 PCT
SLIGHT POS
5. *** (2) 1.2 PCT
STRONG POS
0. * (0) 0.0 PCT
(MISSING)
0 10 20 30 40 50 60 70 80 90 100
FREQUENCY

STATISTICS..

MEAN	2.975	STD ERROR	0.061	MEDIAN	2.988
MODE	3.000	STD DEV	0.780	VARIANCE	0.608
KURTOSIS	-0.148	SKEWNESS	-0.115	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		

VALID OBSERVATIONS - 162
MISSING OBSERVATIONS - 0

VARIABLE VAR034 UP OR OUT LEGISLATION

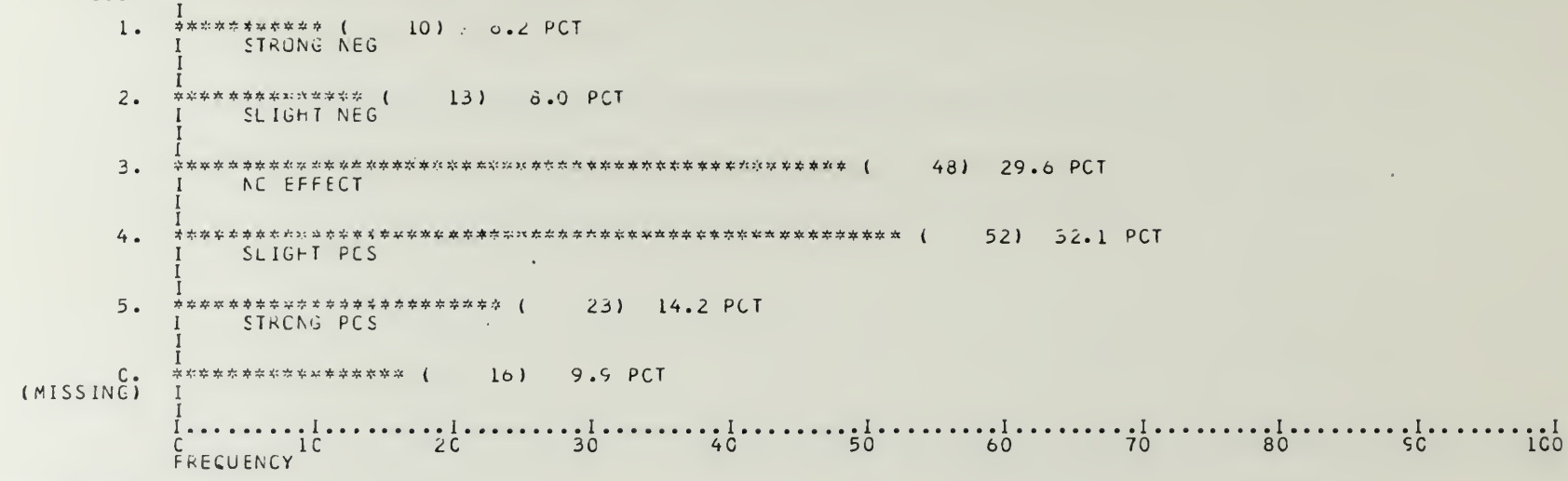

CODE
1. **** (3) 1.9 PCT
STRONG NEG
2. ********** (17) 10.5 PCT
SLIGHT NEG
3. ********** (35) 21.6 PCT
NO EFFECT
4. ********** (68) 42.0 PCT
SLIGHT POS
5. ********** (38) 23.5 PCT
STRONG POS
0. ** (1) 0.6 PCT
(MISSING)
0 10 20 30 40 50 60 70 80 90 100
FREQUENCY

STATISTICS..

MEAN	3.752	STD ERROR	0.078	MEDIAN	3.875
MODE	4.000	STD DEV	0.994	VARIANCE	0.988
KURTOSIS	-0.192	SKEWNESS	-0.598	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		

VALID OBSERVATIONS - 161
MISSING OBSERVATIONS - 1

VARIABLE VAR035 WIFE'S OPINION

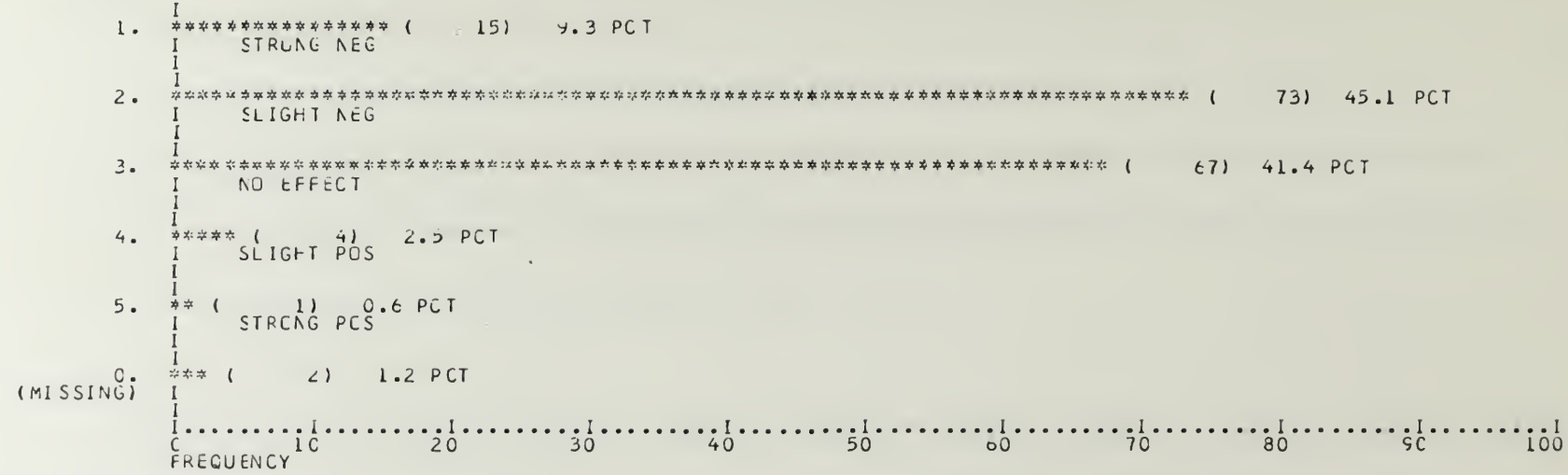

CODE
1. ********** (10) 6.2 PCT
STRONG NEG
2. ********** (13) 8.0 PCT
SLIGHT NEG
3. ********** (48) 29.6 PCT
NO EFFECT
4. ********** (52) 32.1 PCT
SLIGHT PCS
5. ********** (23) 14.2 PCT
STRONG PCS
C. ********** (16) 9.9 PCT
(MISSING)
0 10 20 30 40 50 60 70 80 90 100
FREQUENCY

STATISTICS..

MEAN	3.445	STD ERROR	0.089	MEDIAN	3.538
MODE	4.000	STD DEV	1.077	VARIANCE	1.159
KURTOSIS	-0.129	SKEWNESS	-0.523	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		

VALID OBSERVATIONS - 146
MISSING OBSERVATIONS - 16

VARIABLE VAR036 ADDIT PAY COMPAR TO FLT PAY

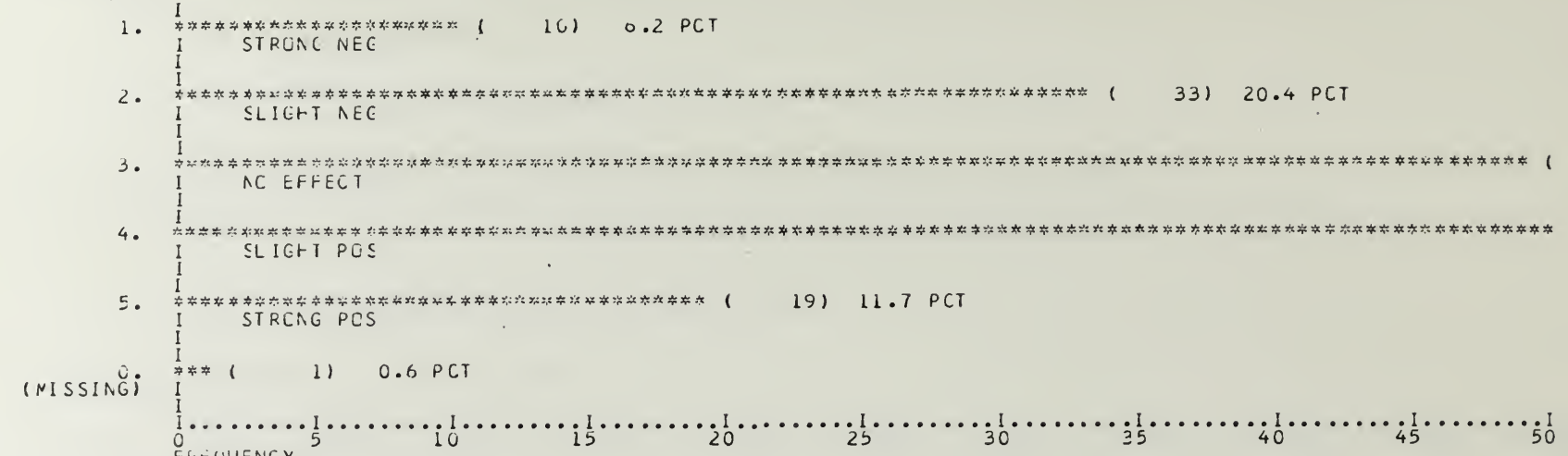

CODE
1. STRONG NEG (15) 9.3 PCT
2. SLIGHT NEG (73) 45.1 PCT
3. NO EFFECT (67) 41.4 PCT
4. SLIGHT POS (4) 2.5 PCT
5. STRONG POS (1) 0.6 PCT
0. (MISSING) (2) 1.2 PCT
0 10 20 30 40 50 60 70 80 90 100
FREQUENCY

STATISTICS..

MEAN	2.394	STD ERROR	0.057	MEDIAN	2.390
MODE	2.000	STD DEV	0.719	VARIANCE	0.517
KURTOSIS	0.320	SKEWNESS	0.070	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		

VALID OBSERVATIONS - 160
MISSING OBSERVATIONS - 2

VARIABLE VAR037 OPPORTUN ACCEL PROMOTION

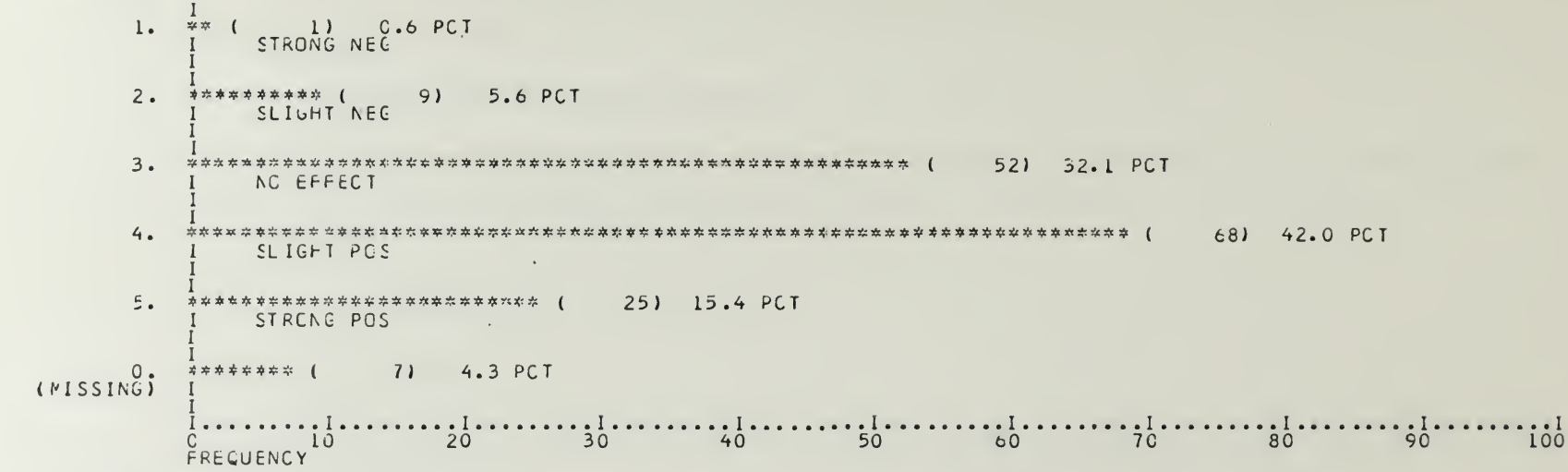


STATISTICS..

MEAN	3.217	STD ERROR	0.086	MEDIAN	3.265
MODE	4.000	STD DEV	1.094	VARIANCE	1.196
KURTOSIS	-0.695	SKEWNESS	-0.180	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		

VALID OBSERVATIONS - 161
MISSING OBSERVATIONS - 1

VARIABLE VAR038 DEPARTMENT HEADS

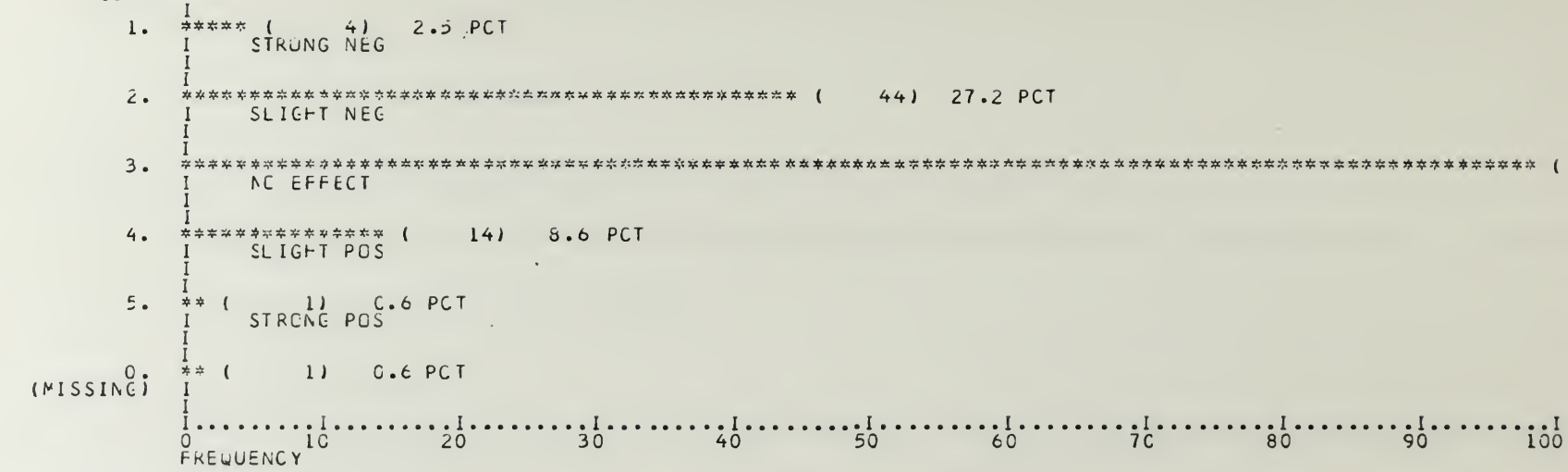

CODE
1. ** (1) 0.6 PCT
STRONG NEG
2. ********* (9) 5.6 PCT
SLIGHT NEG
3. ********** (52) 32.1 PCT
NO EFFECT
4. ********** (68) 42.0 PCT
SLIGHT POS
5. ********** (25) 15.4 PCT
STRONG POS
0. ******* (7) 4.3 PCT
(MISSING)
0 10 20 30 40 50 60 70 80 90 100
FREQUENCY

STATISTICS..

MEAN	3.690	STD ERROR	0.067	MEDIAN	3.728
MODE	4.000	STD DEV	0.834	VARIANCE	0.696
KURTOSIS	-0.139	SKEWNESS	-0.245	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		

VALID OBSERVATIONS - 155
MISSING OBSERVATIONS - 7

VARIABLE VAR039 NEWS MEDIA

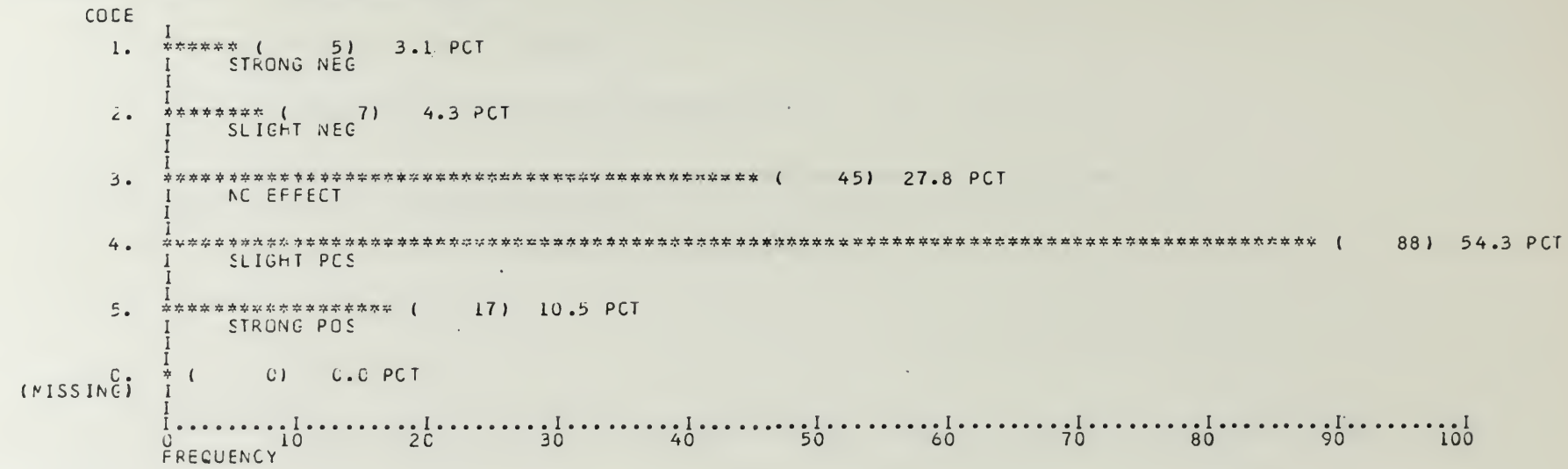


STATISTICS..

MEAN	2.776	STD ERROR	0.052	MEDIAN	2.832
MODE	3.000	STD DEV	0.661	VARIANCE	0.437
KURTOSIS	0.682	SKEWNESS	-0.115	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		

VALID OBSERVATIONS - 161
MISSING OBSERVATIONS - 1

VARIABLE VAR040 COMMISSARY

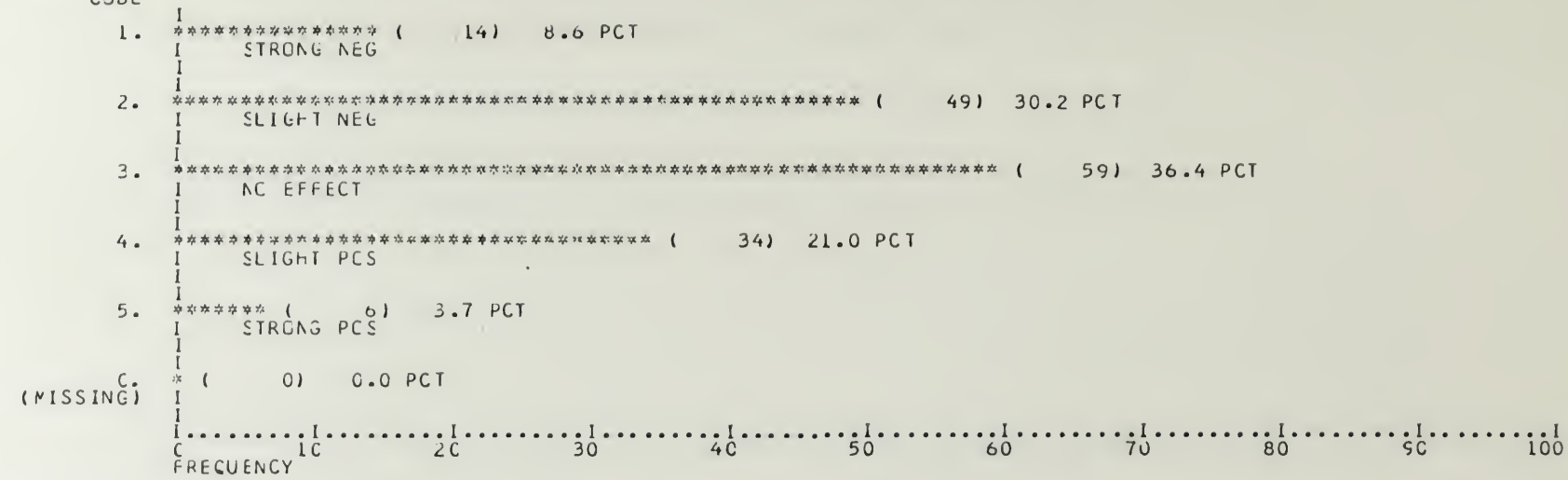

CODE
1. ****** (5) 3.1 PCT
STRONG NEG
2. ******** (7) 4.3 PCT
SLIGHT NEG
3. ********** (45) 27.8 PCT
NO EFFECT
4. ********** (88) 54.3 PCT
SLIGHT POS
5. ********** (17) 10.5 PCT
STRONG POS
0. * (0) 0.0 PCT
(MISSING)
0 10 20 30 40 50 60 70 80 90 100
FREQUENCY

STATISTICS..

MEAN	3.648	STD ERROR	0.066	MEDIAN	3.773
MODE	4.000	STD DEV	0.845	VARIANCE	0.714
KURTOSIS	1.459	SKEWNESS	-0.936	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		

VALID OBSERVATIONS - 162
MISSING OBSERVATIONS - 0

VARIABLE VAR041 REQUIRED COURSES

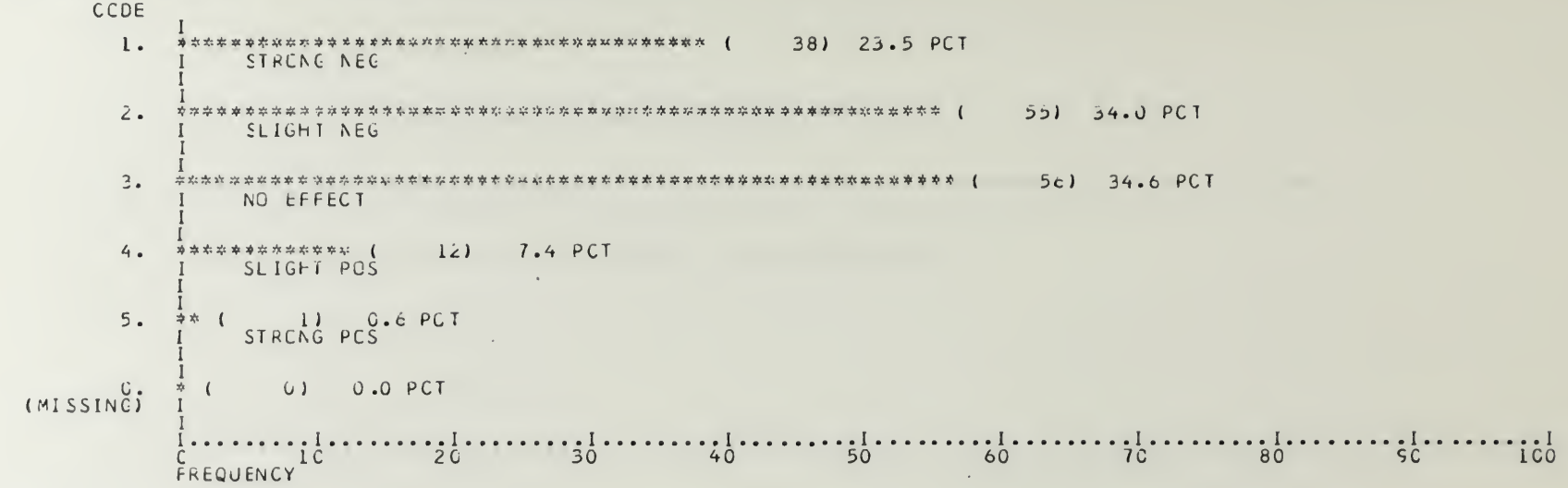

CODE
1. ********** (14) 8.6 PCT
STRONG NEG
2. ********** (49) 30.2 PCT
SLIGHT NEG
3. ********** (59) 36.4 PCT
NO EFFECT
4. ********** (34) 21.0 PCT
SLIGHT POS
5. ****** (6) 3.7 PCT
STRONG POS
(MISSING) * (0) 0.0 PCT
0 10 20 30 40 50 60 70 80 90 100
FREQUENCY

STATISTICS..

MEAN	2.809	STD ERROR	0.078	MEDIAN	2.805
MODE	3.000	STD DEV	0.988	VARIANCE	0.976
KURTOSIS	-0.520	SKEWNESS	0.080	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		

VALID OBSERVATIONS - 162
MISSING OBSERVATIONS - 0

VARIABLE VAR042 TIME AWAY HOMEPORT

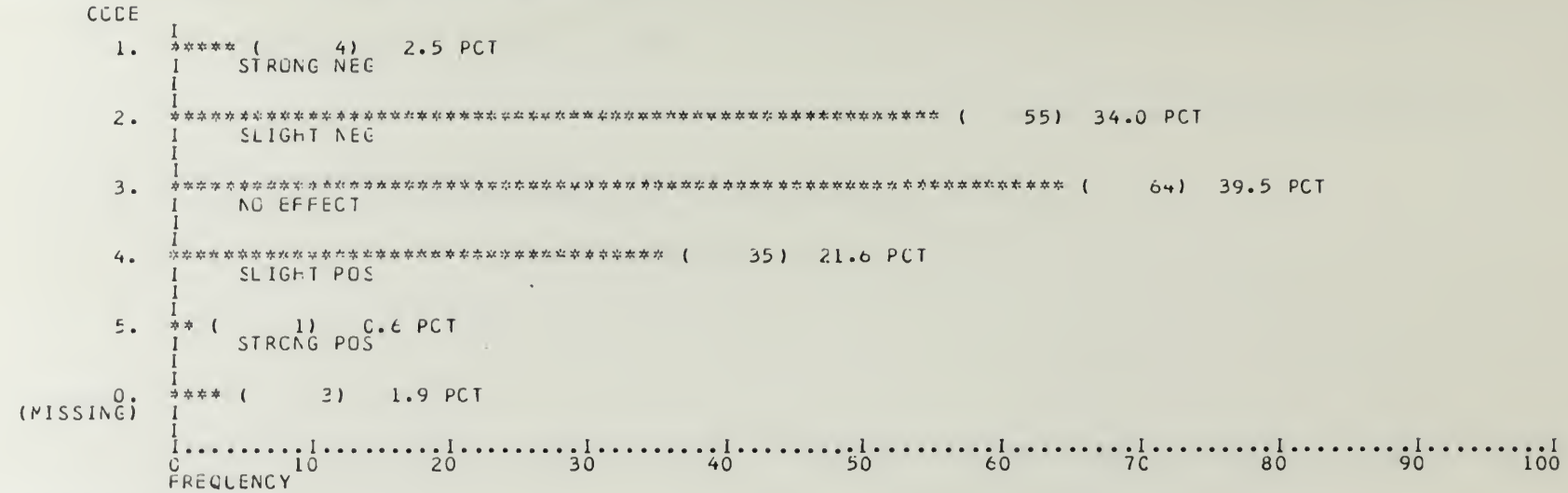

CODE
1. ********** (38) 23.5 PCT
STRONG NEG
2. ********** (55) 34.0 PCT
SLIGHT NEG
3. ********** (56) 34.6 PCT
NO EFFECT
4. ********** (12) 7.4 PCT
SLIGHT POS
5. ** (1) 0.6 PCT
STRONG POS
(MISSING) * (0) 0.0 PCT
0 10 20 30 40 50 60 70 80 90 100
FREQUENCY

STATISTICS..

MEAN	2.278	STD ERROR	0.073	MEDIAN	2.282
MODE	3.000	STD DEV	0.927	VARIANCE	0.860
KURTOSIS	-0.658	SKEWNESS	0.173	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		

VALID OBSERVATIONS - 162
MISSING OBSERVATIONS - 0

VARIABLE VARC43 ENL REENLIST STANDARDS

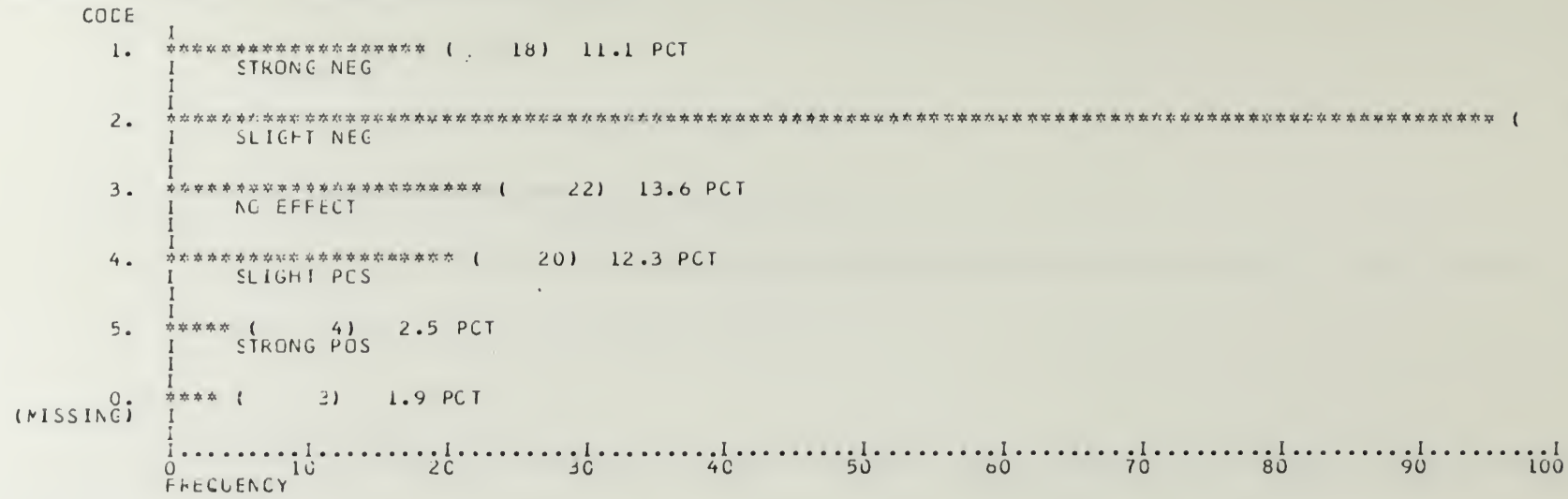

CODE
1. ***** (4) 2.5 PCT
STRONG NEG
2. ********** (55) 34.0 PCT
SLIGHT NEG
3. ********** (64) 39.5 PCT
NO EFFECT
4. ********** (35) 21.6 PCT
SLIGHT POS
5. ** (1) 0.6 PCT
STRONG POS
0. **** (3) 1.9 PCT
(MISSING)
0 10 20 30 40 50 60 70 80 90 100
FREQUENCY

STATISTICS..

MEAN	2.836	STD ERROR	0.065	MEDIAN	2.820
MODE	3.000	STD DEV	0.818	VARIANCE	0.669
KURTOSIS	-0.746	SKEWNESS	0.099	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		

VALID OBSERVATIONS - 159
MISSING OBSERVATIONS - 3

VARIABLE VAR044 QUAL OF SHIPS,EQUIPMENT

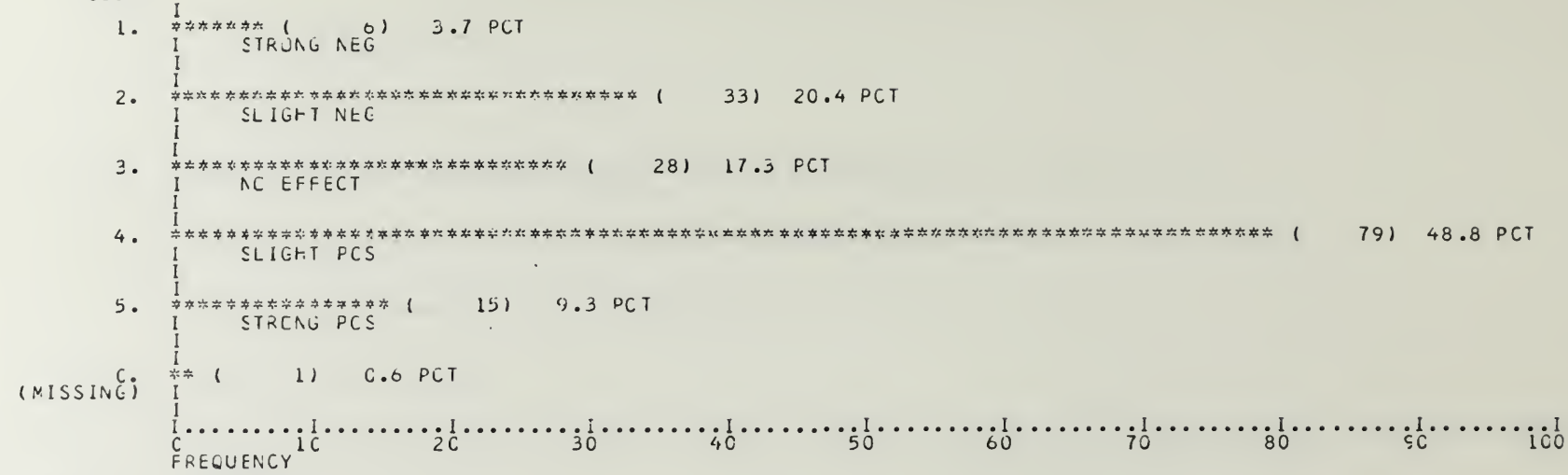


STATISTICS..

MEAN	2.352	STD ERROR	0.074	MEDIAN	2.147
MODE	2.000	STD DEV	0.929	VARIANCE	0.863
KURTOSIS	0.506	SKEWNESS	0.960	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		

VALID OBSERVATIONS - 159
MISSING OBSERVATIONS - 3

VARIABLE VAR045 Z GRAMS

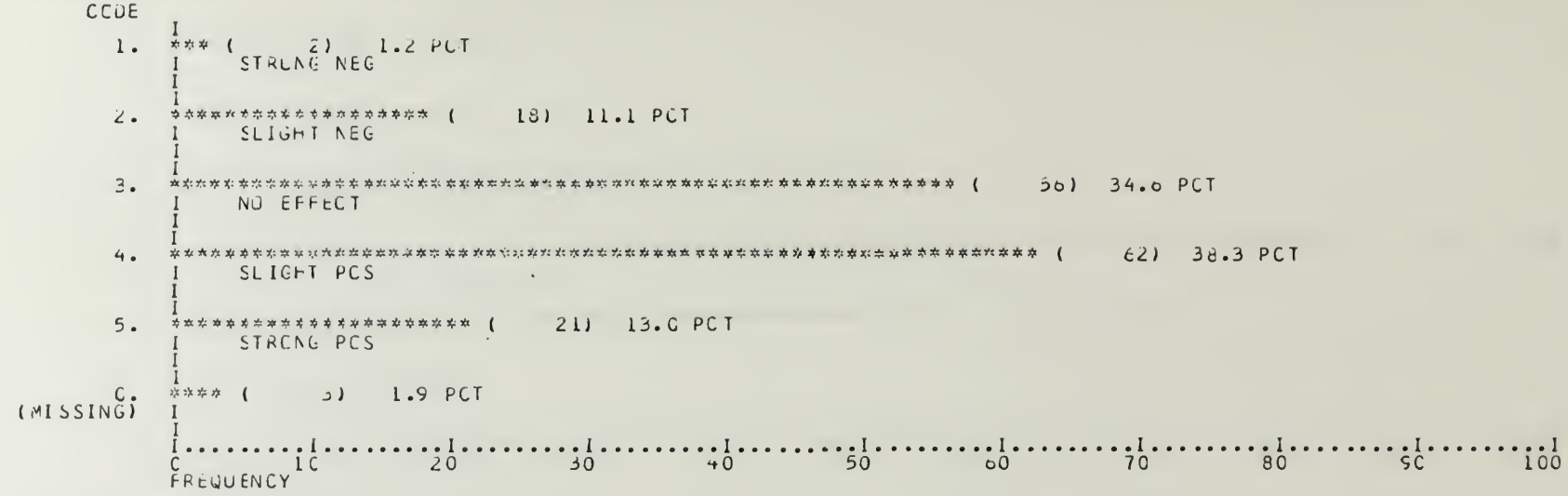

CODE
1. ******* (6) 3.7 PCT
STRONG NEG
2. ********** (33) 20.4 PCT
SLIGHT NEG
3. ********* (28) 17.3 PCT
NO EFFECT
4. ********** (79) 48.8 PCT
SLIGHT POS
5. ********** (15) 9.3 PCT
STRONG POS
C. ** (1) 0.6 PCT
(MISSING)
0 10 20 30 40 50 60 70 80 90 100
FREQUENCY

STATISTICS..

MEAN	3.398	STD ERROR	0.081	MEDIAN	3.671
MODE	4.000	STD DEV	1.032	VARIANCE	1.066
KURTOSIS	-0.597	SKEWNESS	-0.544	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		

VALID OBSERVATIONS - 161
MISSING OBSERVATIONS - 1

VARIABLE VAR046 ACCEL FROM CEILING REMOVED

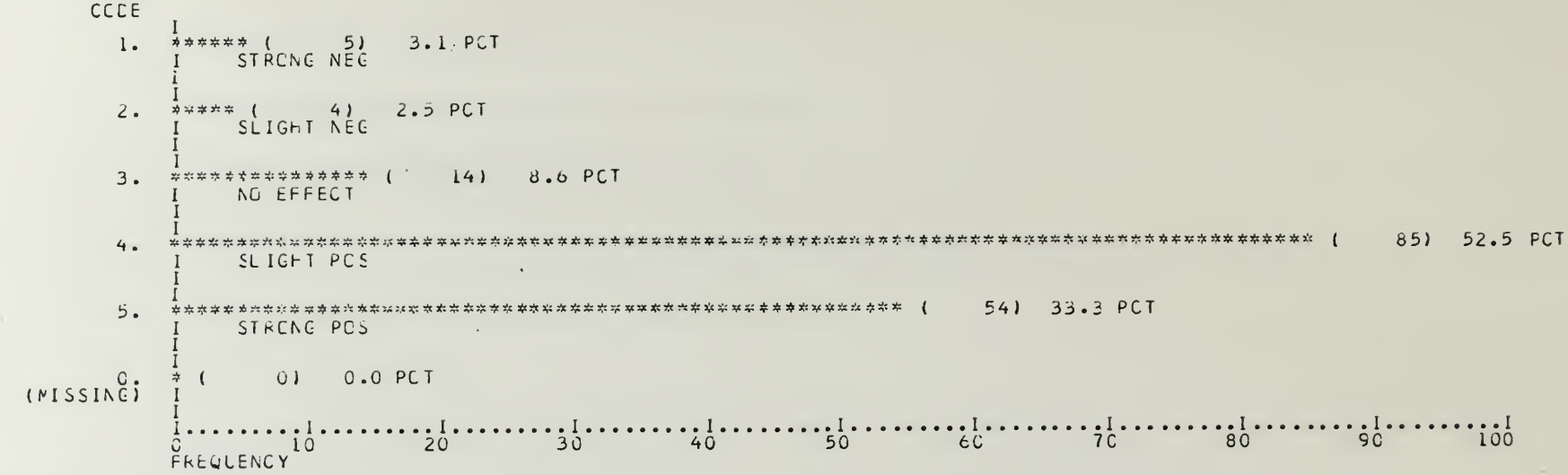

CODE
1. *** (2) 1.2 PCT
STRONG NEG
2. ****************** (18) 11.1 PCT
SLIGHT NEG
3. ********** (56) 34.6 PCT
NO EFFECT
4. ********** (62) 38.3 PCT
SLIGHT POS
5. ********** (21) 13.0 PCT
STRONG POS
(MISSING) **** (3) 1.9 PCT
0 10 20 30 40 50 60 70 80 90 100
FREQUENCY

STATISTICS..

MEAN	3.516	STD ERROR	0.072	MEDIAN	3.556
MODE	4.000	STD DEV	0.906	VARIANCE	0.821
KURTOSIS	-0.311	SKEWNESS	-0.226	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		

VALID OBSERVATIONS - 159
MISSING OBSERVATIONS - 3

VARIABLE VAR047 MEDICAL BENEFITS

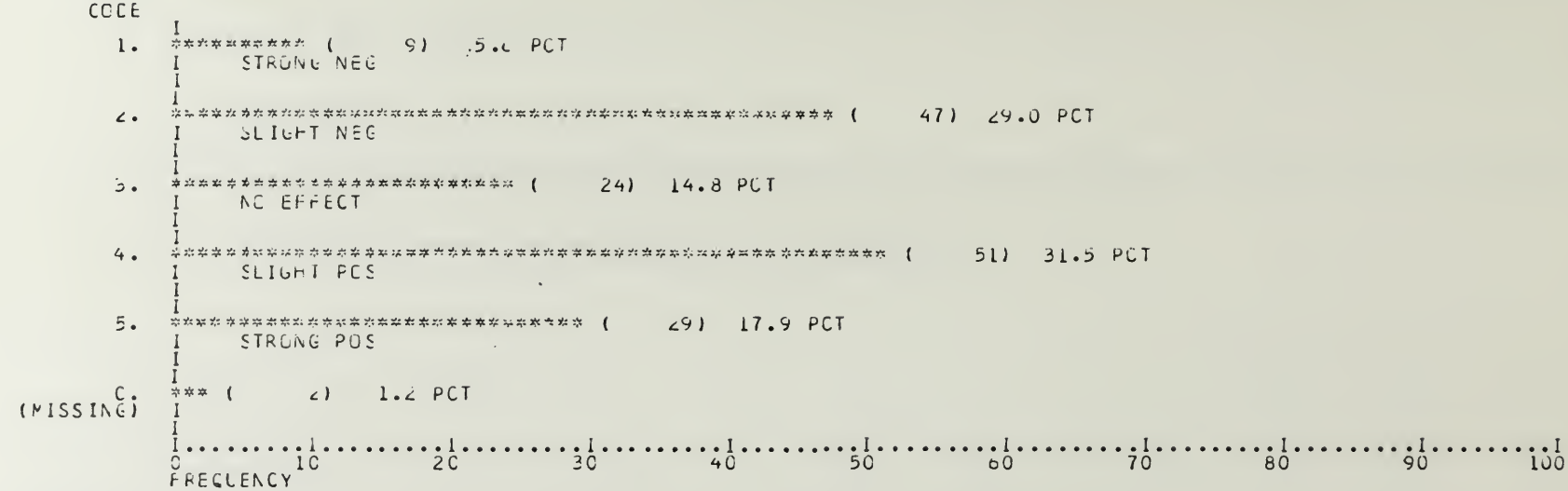

CODE
1. ****** (5) 3.1 PCT
STRONG NEG
2. ***** (4) 2.5 PCT
SLIGHT NEG
3. ************** (14) 8.6 PCT
NO EFFECT
4. ********** (85) 52.5 PCT
SLIGHT POS
5. ********** (54) 33.3 PCT
STRONG POS
0. * (0) 0.0 PCT
(MISSING)
0 10 20 30 40 50 60 70 80 90 100
FREQUENCY

STATISTICS..

MEAN	4.105	STD ERROR	0.070	MEDIAN	4.182
MODE	4.000	STD DEV	0.889	VARIANCE	0.790
KURTOSIS	2.996	SKEWNESS	-1.484	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		

VALID OBSERVATIONS - 162
MISSING OBSERVATIONS - 0

VARIABLE VAR048 PRES,FUTURE OPPORTUN FOR COMMAND

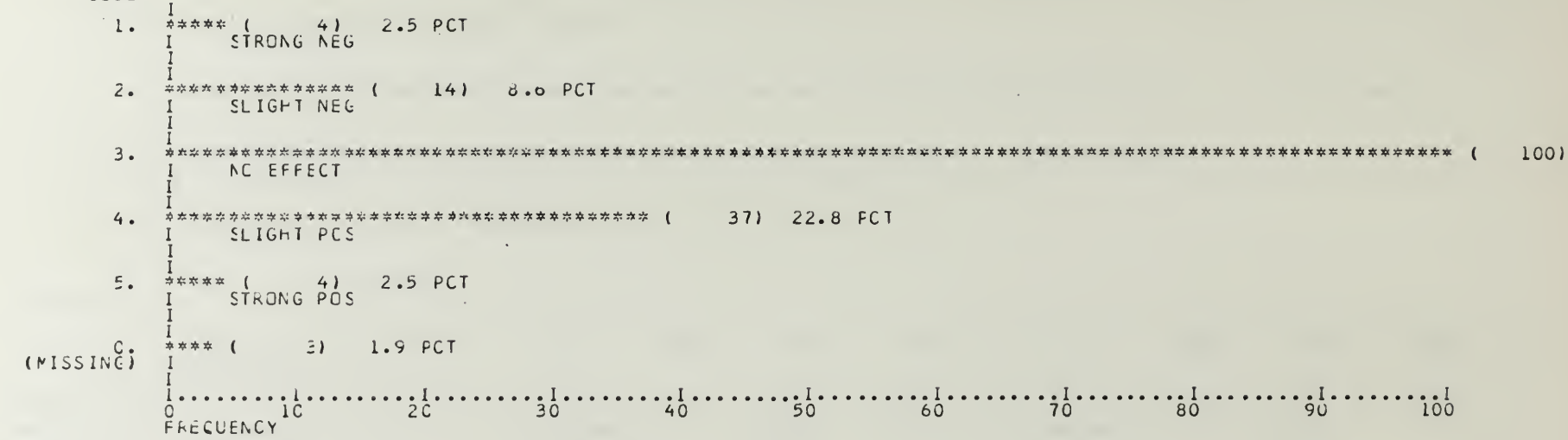

CODE
1. ********** (9) 5.6 PCT
STRONG NEG
2. ********** (47) 29.0 PCT
SLIGHT NEG
3. ********** (24) 14.8 PCT
NO EFFECT
4. ********** (51) 31.5 PCT
SLIGHT POS
5. ********** (29) 17.9 PCT
STRONG POS
(MISSING) *** (2) 1.2 PCT
0 10 20 30 40 50 60 70 80 90 100
FREQUENCY

STATISTICS..

MEAN	3.275	STD ERROR	0.097	MEDIAN	3.500
MODE	4.000	STD DEV	1.223	VARIANCE	1.496
KURTOSIS	-1.201	SKEWNESS	-0.123	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		

VALID OBSERVATIONS - 160
MISSING OBSERVATIONS - 2

VARIABLE VAR049 MINORITY OPPORTUN PROM ETC.

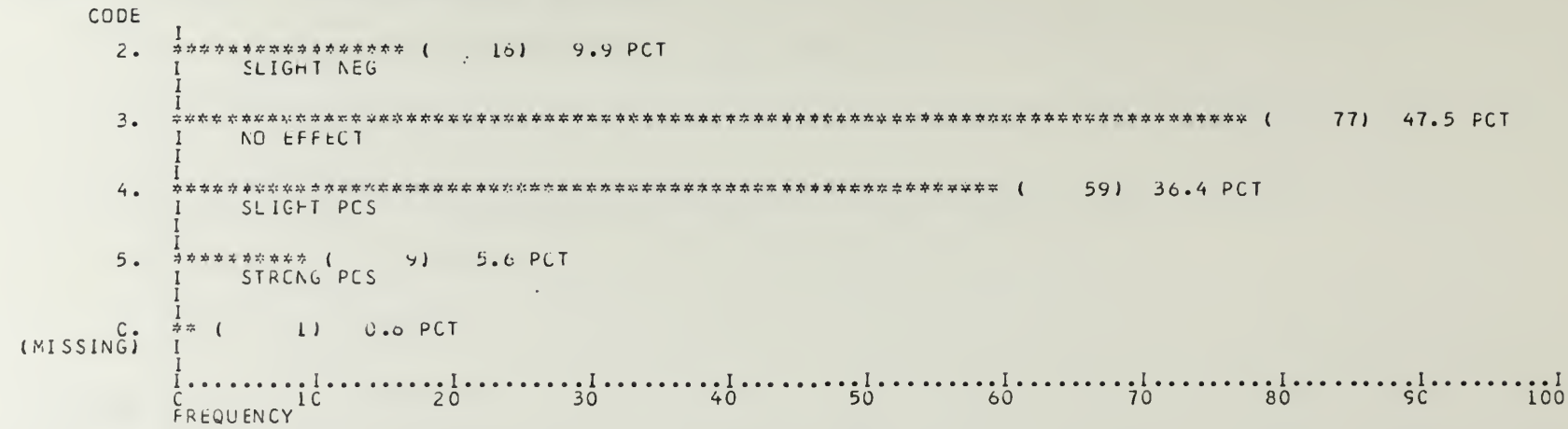

CODE
1. ***** (4) 2.5 PCT
STRONG NEG
2. ********** (14) 8.6 PCT
SLIGHT NEG
3. ********** (100)
NO EFFECT
4. ********** (37) 22.8 PCT
SLIGHT POS
5. ***** (4) 2.5 PCT
STRONG POS
(MISSING) **** (3) 1.9 PCT
0 10 20 30 40 50 60 70 80 90 100
FREQUENCY

STATISTICS..

MEAN	3.145	STD ERROR	0.056	MEDIAN	3.115
MODE	3.000	STD DEV	0.710	VARIANCE	0.504
KURTOSIS	1.406	SKEWNESS	-0.214	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		

VALID OBSERVATIONS - 159
MISSING OBSERVATIONS - 3

VARIABLE VAR050 NAVY PEERS

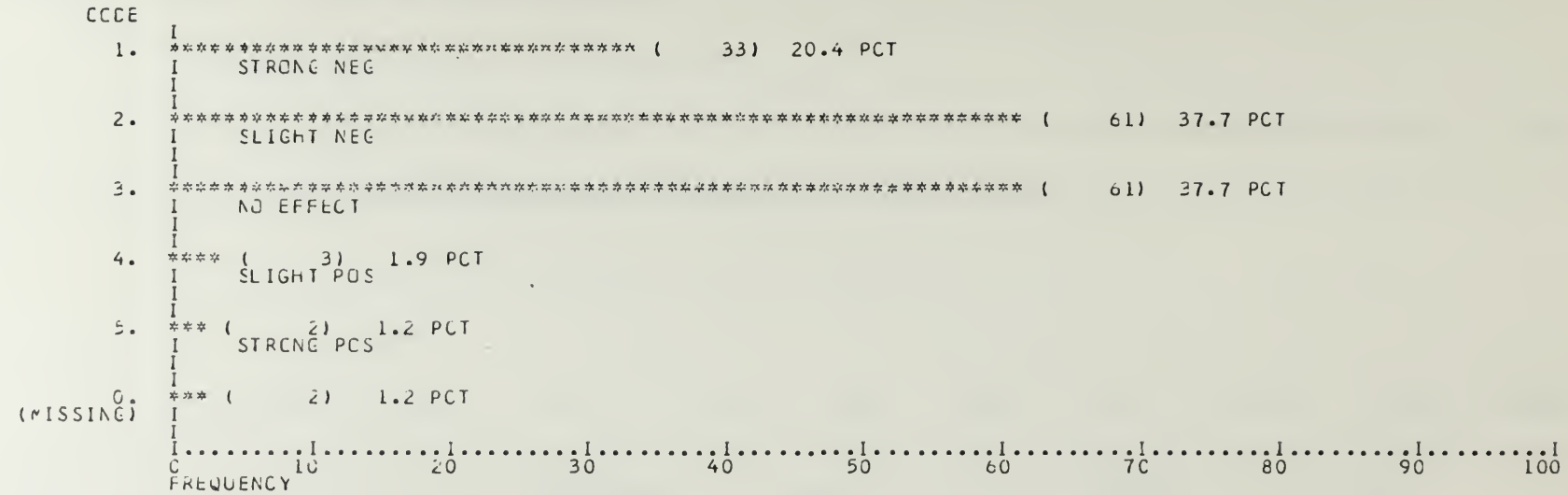

CODE
2. ********** (16) 9.9 PCT
SLIGHT NEG
3. ********** (77) 47.5 PCT
NO EFFECT
4. ********** (59) 36.4 PCT
SLIGHT PCS
5. ********** (9) 5.6 PCT
STRONG PCS
C. ** (1) 0.6 PCT
(MISSING)
0 10 20 30 40 50 60 70 80 90 100
FREQUENCY

STATISTICS..

MEAN	3.379	STD ERROR	0.058	MEDIAN	3.338
MODE	3.000	STD DEV	0.741	VARIANCE	0.549
KURTOSIS	-0.282	SKEWNESS	0.098	RANGE	3.000
MINIMUM	2.000	MAXIMUM	5.000		

VALID OBSERVATIONS - 161
MISSING OBSERVATIONS - 1

VARIABLE VAR051 UNEXP DEPLOYMENT OR ORDERS

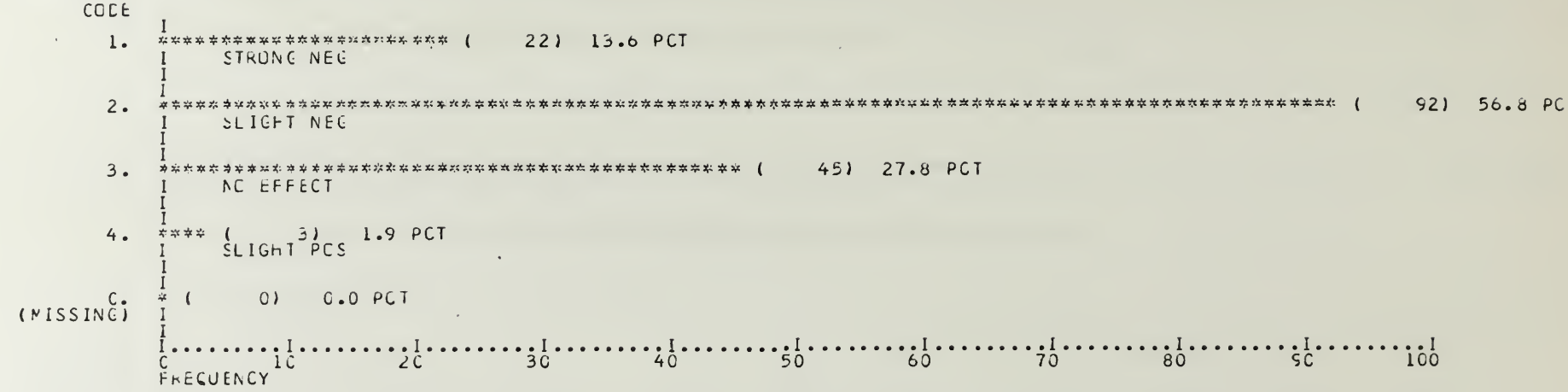

CODE
1. ********** (33) 20.4 PCT
STRONG NEG
2. ********** (61) 37.7 PCT
SLIGHT NEG
3. ********** (61) 37.7 PCT
NO EFFECT
4. **** (3) 1.9 PCT
SLIGHT POS
5. *** (2) 1.2 PCT
STRONG POS
0. *** (2) 1.2 PCT
(MISSING)
0 10 20 30 40 50 60 70 80 90 100
FREQUENCY

STATISTICS..

MEAN	2.250	STD ERROR	0.067	MEDIAN	2.270
MODE	3.000	STD DEV	0.847	VARIANCE	0.717
KURTOSIS	-0.013	SKEWNESS	0.187	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		

VALID OBSERVATIONS - 160
MISSING OBSERVATIONS - 2

VARIABLE VAR052 PEACETIME BUDGET CONSTRAINTS

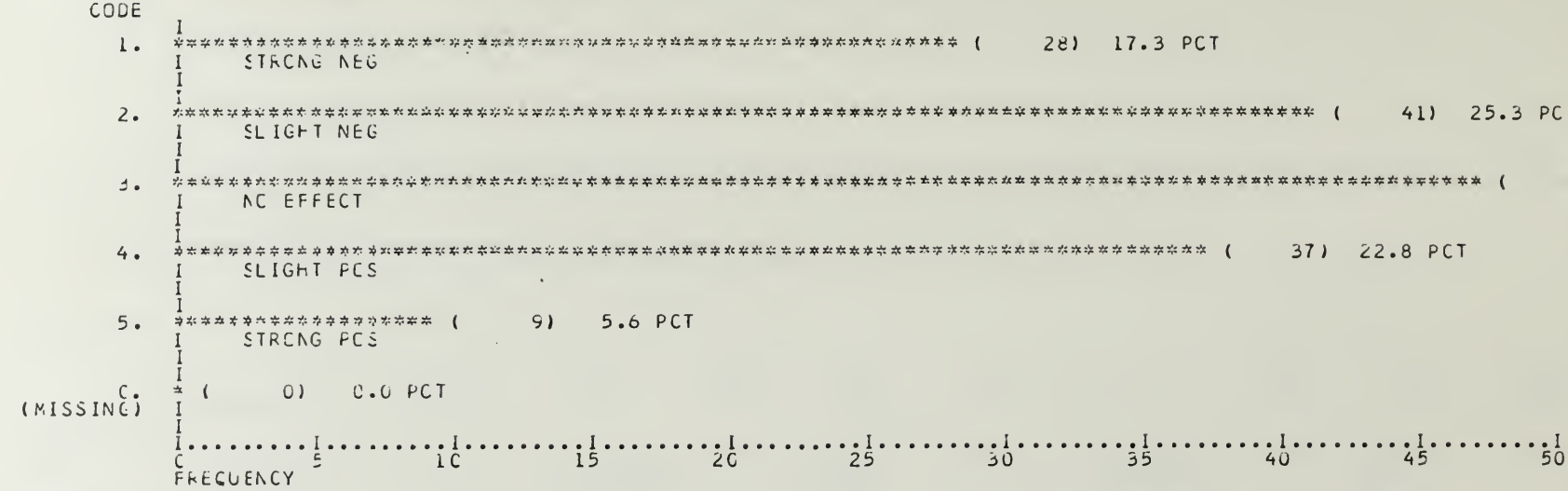

CODE
1. ********** (22) 13.6 PCT
STRONG NEG
2. ********** (92) 56.8 PC
SLIGHT NEG
3. ********** (45) 27.8 PCT
NO EFFECT
4. **** (3) 1.9 PCT
SLIGHT POS
C. * (0) 0.0 PCT
(MISSING)
0 10 20 30 40 50 60 70 80 90 100
FREQUENCY

STATISTICS..

MEAN	2.179	STD ERROR	0.053	MEDIAN	2.141
MODE	2.000	STD DEV	0.677	VARIANCE	0.458
KURTOSIS	-0.144	SKEWNESS	0.129	RANGE	3.000
MINIMUM	1.000	MAXIMUM	4.000		

VALID OBSERVATIONS - 162
MISSING OBSERVATIONS - 0

VARIABLE VARC53 UNANNOUNCED INSPECTIONS

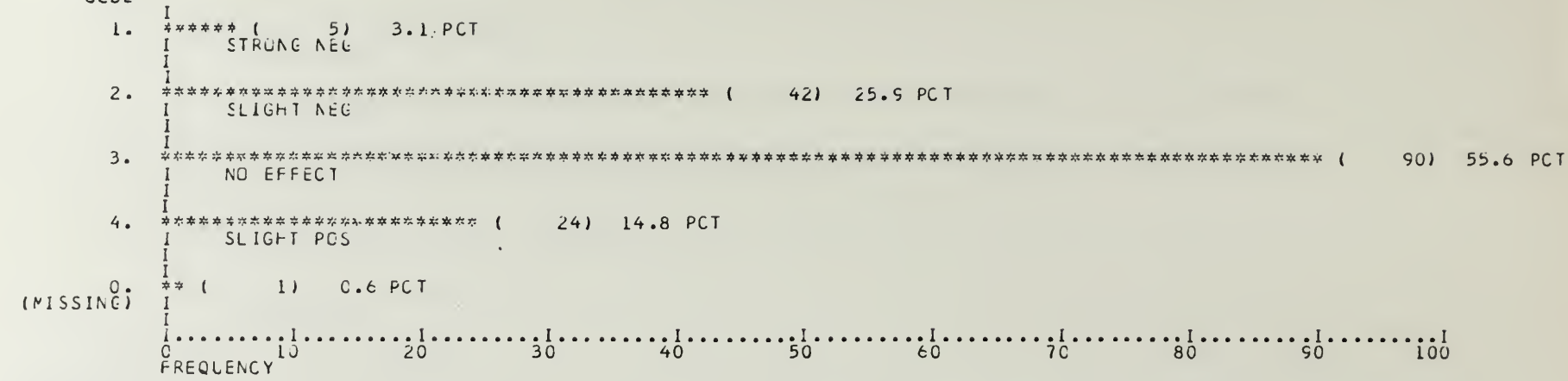

CODE
1. ********** (28) 17.3 PCT
STRONG NEG
2. ********** (41) 25.3 PCT
SLIGHT NEG
3. ********** (47) 29.0 PCT
NO EFFECT
4. ********** (37) 22.8 PCT
SLIGHT POS
5. ********** (9) 5.6 PCT
STRONG POS
(MISSING) * (0) 0.0 PCT
0 5 10 15 20 25 30 35 40 45 50
FREQUENCY

STATISTICS..

MEAN	2.741	STD ERROR	0.091	MEDIAN	2.755
MODE	3.000	STD DEV	1.156	VARIANCE	1.336
KURTOSIS	-0.909	SKEWNESS	0.057	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		

VALID OBSERVATIONS - 162
MISSING OBSERVATIONS - 0

VARIABLE VAR054 CIVILIAN OPINION

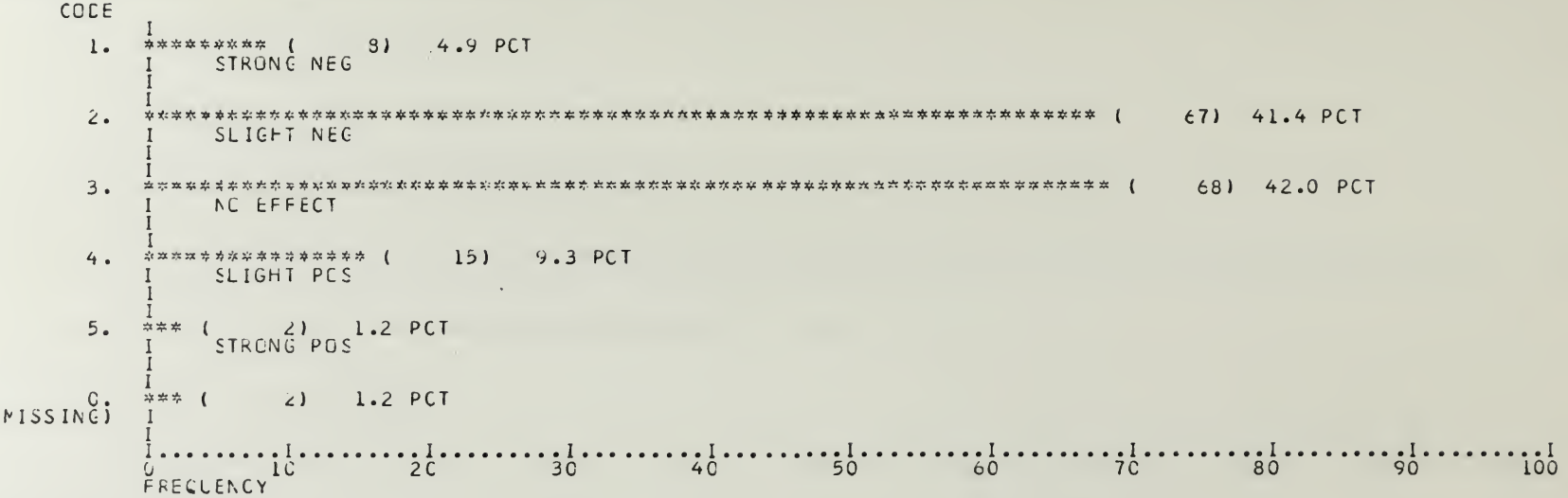

CODE
1. ****** (5) 3.1 PCT
STRONG NEG
2. ********** (42) 25.9 PCT
SLIGHT NEG
3. ********** (90) 55.6 PCT
NO EFFECT
4. ********** (24) 14.8 PCT
SLIGHT POS
0. ** (1) 0.6 PCT
(MISSING)
0 10 20 30 40 50 60 70 80 90 100
FREQUENCY

STATISTICS..

MEAN	2.826	STD ERROR	0.056	MEDIAN	2.872
MODE	3.000	STD DEV	0.712	VARIANCE	0.507
KURTOSIS	-0.045	SKEWNESS	-0.257	RANGE	3.000
MINIMUM	1.000	MAXIMUM	4.000		

VALID OBSERVATIONS - 161
MISSING OBSERVATIONS - 1

VARIABLE VAR055 COMPAR SURF WITH SUB AND AIR

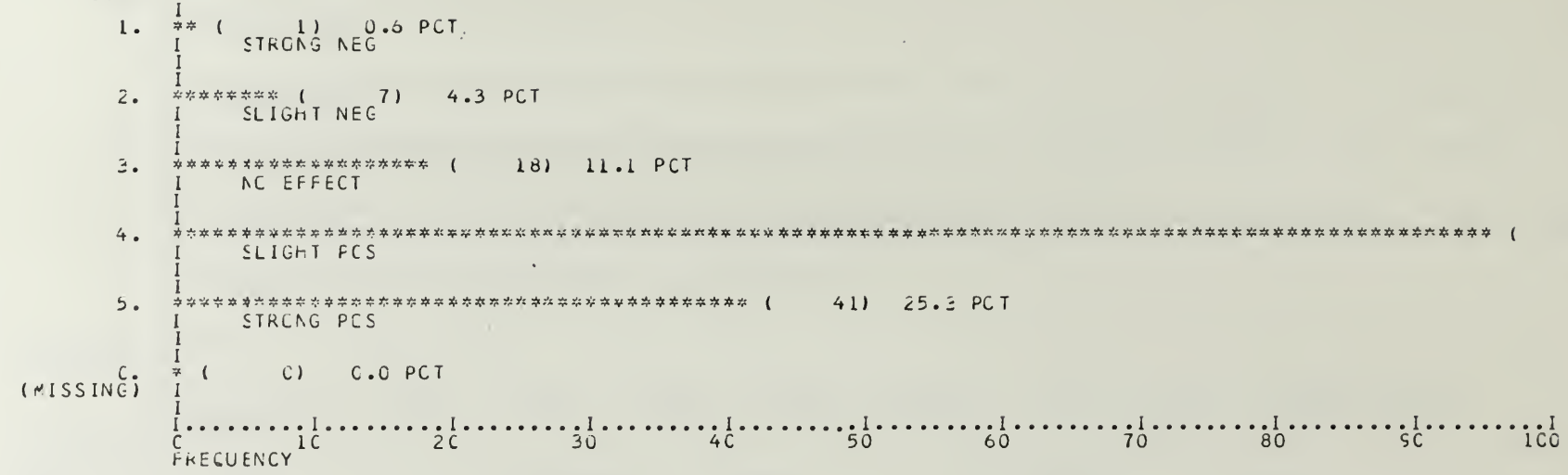

CODE
1. ********* (8) 4.9 PCT
STRONG NEG
2. ********** (67) 41.4 PCT
SLIGHT NEG
3. ********** (68) 42.0 PCT
NO EFFECT
4. ********** (15) 9.3 PCT
SLIGHT POS
5. *** (2) 1.2 PCT
STRONG POS
0. *** (2) 1.2 PCT
(MISSING)
0 10 20 30 40 50 60 70 80 90 100
FREQUENCY

STATISTICS..

MEAN	2.600	STD ERROR	0.062	MEDIAN	2.574
MODE	3.000	STD DEV	0.779	VARIANCE	0.606
KURTOSIS	0.217	SKEWNESS	0.346	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		

VALID OBSERVATIONS - 160
MISSING OBSERVATIONS - 2

VARIABLE VAR056 FINANCIAL SECURITY

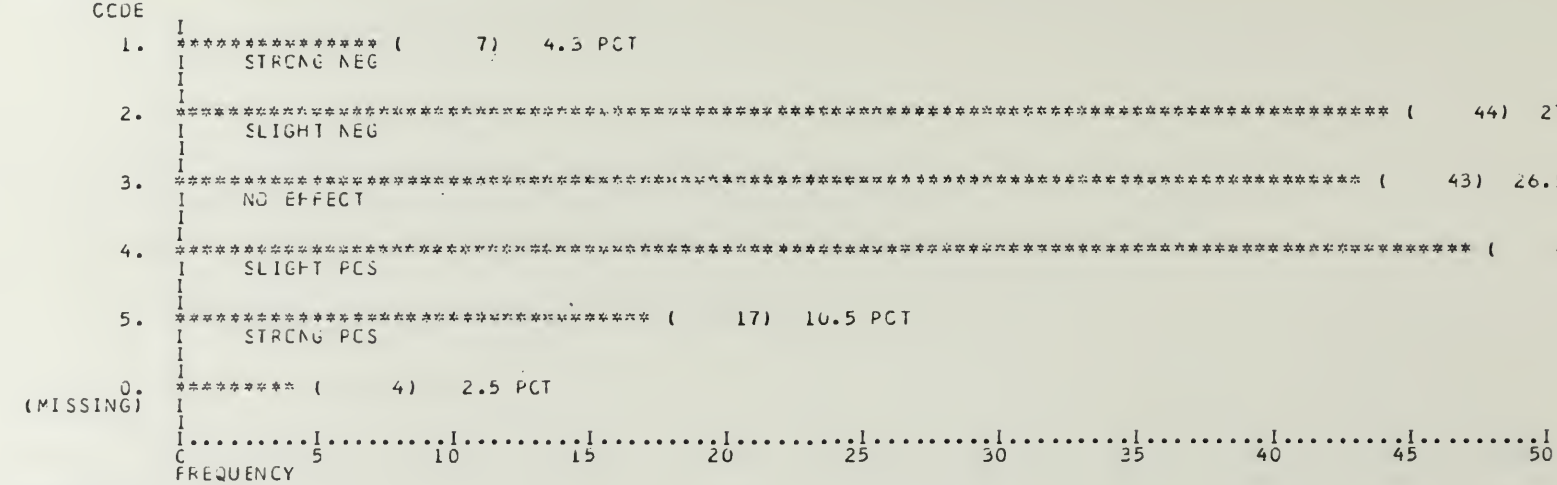


STATISTICS..

MEAN	4.037	STD ERROR	0.061	MEDIAN	4.079
MODE	4.000	STD DEV	0.771	VARIANCE	0.595
KURTOSIS	1.621	SKEWNESS	-0.960	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		

VALID OBSERVATIONS - 162
MISSING OBSERVATIONS - 0

VARIABLE VARC57 EXEC CR CO OPPORTUN AS LCDR

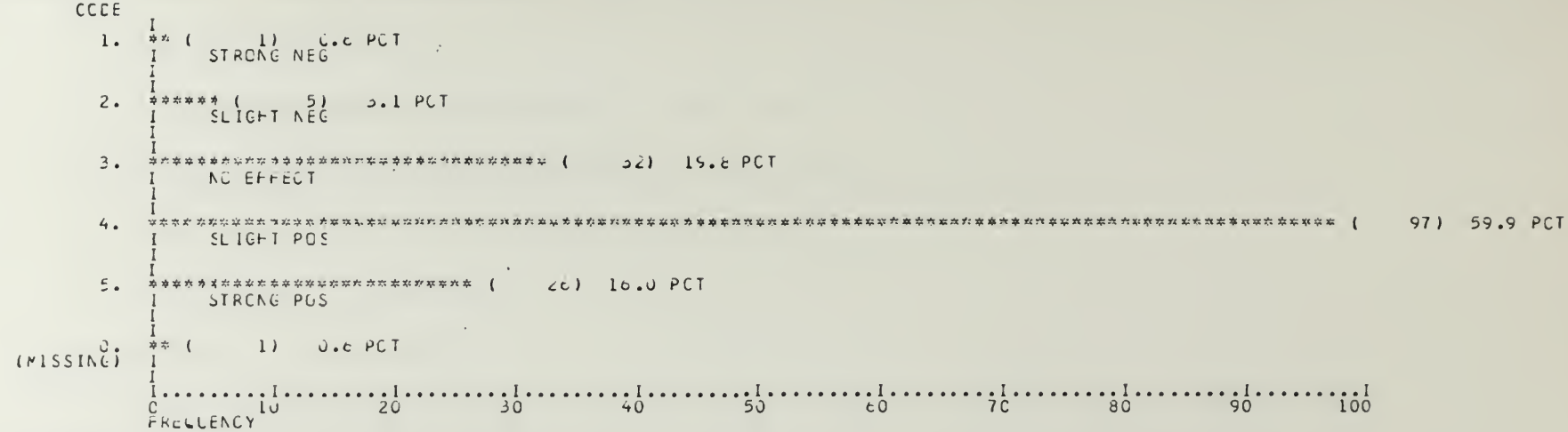

CODE
1. ********** (7) 4.5 PCT
STRONG NEG
2. ********** (44) 27.2 PCT
SLIGHT NEG
3. ********** (43) 26.5 PCT
NO EFFECT
4. ********** (47) 29.0 PCT
SLIGHT PCS
5. ********** (17) 10.5 PCT
STRONG PCS
0. ********* (4) 2.5 PCT
(MISSING)
0 5 10 15 20 25 30 35 40 45 50
FREQUENCY

STATISTICS..

MEAN	3.146	STD ERROR	0.086	MEDIAN	3.151
MODE	4.000	STD DEV	1.082	VARIANCE	1.170
KURTOSIS	-0.891	SKEWNESS	0.012	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		

VALID OBSERVATIONS - 158
MISSING OBSERVATIONS - 4

VARIABLE VAR058 ADVANCE NOTICE DEPLOY OR ORDERS

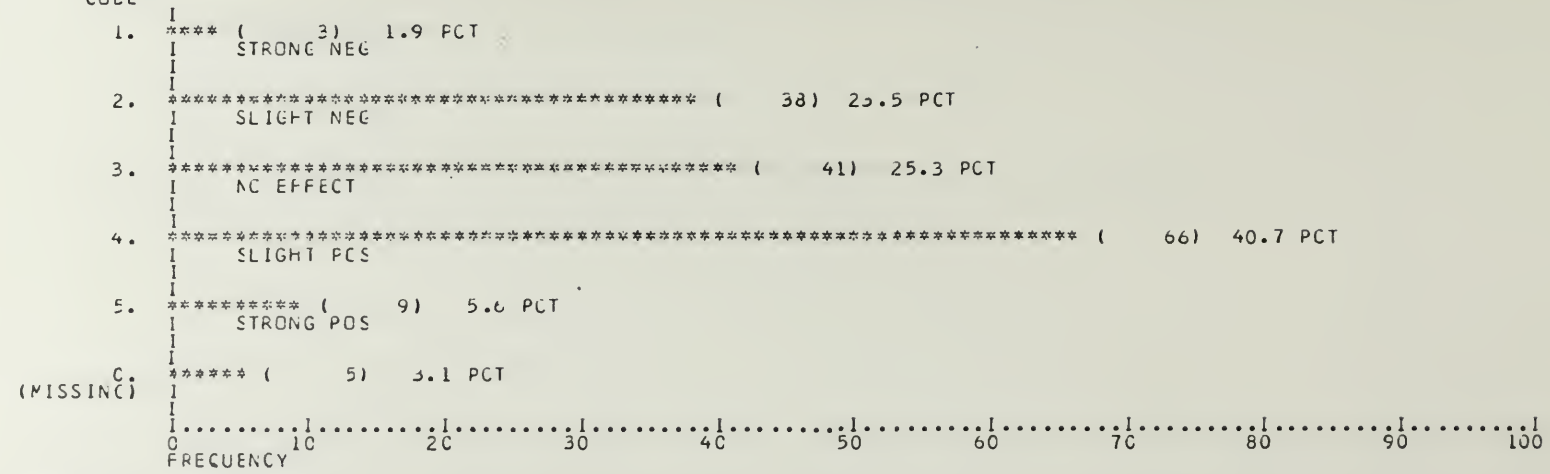

CODE
1. ** (1) 0.6 PCT
STRONG NEG
2. ****** (5) 3.1 PCT
SLIGHT NEG
3. ********** (32) 19.8 PCT
NO EFFECT
4. ********** (97) 59.9 PCT
SLIGHT POS
5. ********** (26) 16.0 PCT
STRONG POS
(MISSING) ** (1) 0.6 PCT
0 10 20 30 40 50 60 70 80 90 100
FREQUENCY

STATISTICS..

MEAN	3.882	STD ERROR	0.057	MEDIAN	3.938
MODE	4.000	STD DEV	0.728	VARIANCE	0.530
KURTOSIS	1.298	SKEWNESS	-0.695	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		

VALID OBSERVATIONS - 161
MISSING OBSERVATIONS - 1

VARIABLE VAR059 ADEQUACY OF PRE-TRAINING

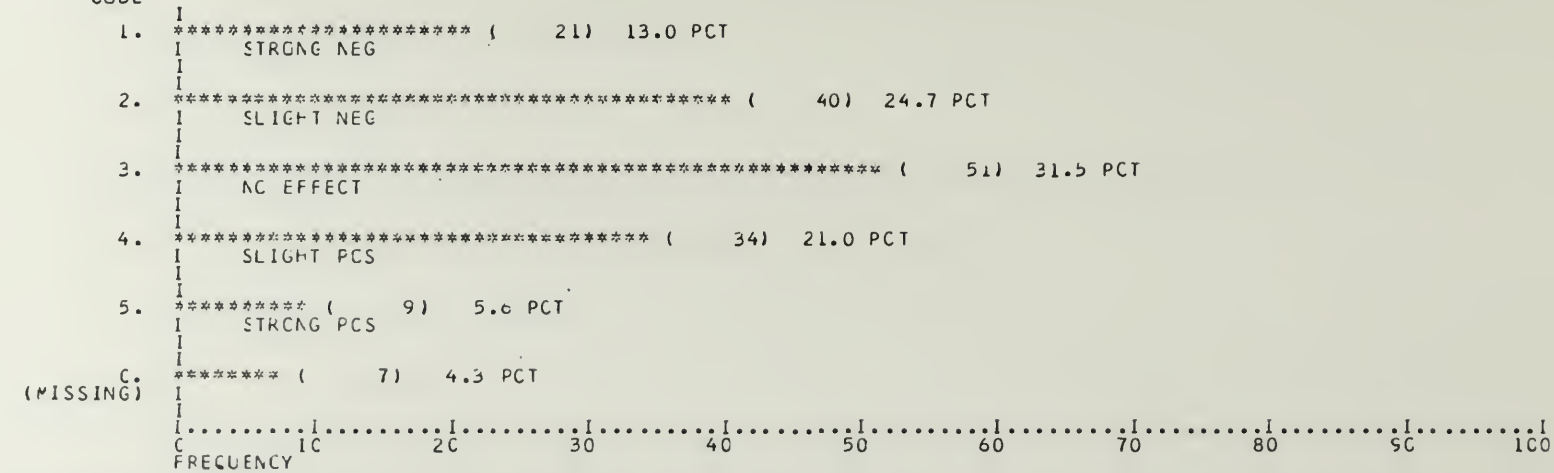

CODE
1. **** (3) 1.9 PCT
STRONG NEG
2. ********** (38) 25.5 PCT
SLIGHT NEG
3. ********** (41) 25.3 PCT
NO EFFECT
4. ********** (66) 40.7 PCT
SLIGHT POS
5. ********* (9) 5.6 PCT
STRONG POS
(MISSING) ****** (5) 3.1 PCT
0 10 20 30 40 50 60 70 80 90 100
FREQUENCY

STATISTICS..

MEAN	3.255	STD ERROR	0.076	MEDIAN	3.415
MODE	4.000	STD DEV	0.953	VARIANCE	0.909
KURTOSIS	-0.847	SKEWNESS	-0.260	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		

VALID OBSERVATIONS - 157
MISSING OBSERVATIONS - 5

VARIABLE VAR060 TENURE LCDR'S REMOVED

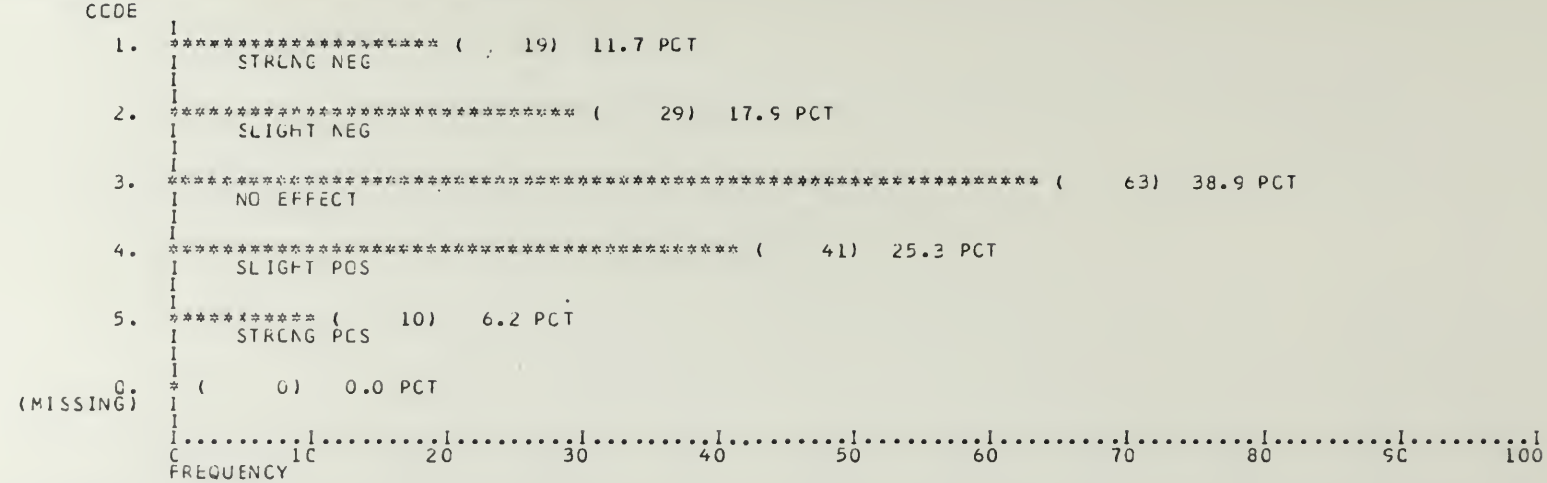

CODE
1. STRONG NEG (21) 13.0 PCT
2. SLIGHT NEG (40) 24.7 PCT
3. NO EFFECT (51) 31.5 PCT
4. SLIGHT PCS (34) 21.0 PCT
5. STRONG PCS (9) 5.6 PCT
(MISSING) (7) 4.3 PCT
0 10 20 30 40 50 60 70 80 90 100
FREQUENCY

STATISTICS..

MEAN	2.806	STD ERROR	0.089	MEDIAN	2.824
MODE	3.000	STD DEV	1.105	VARIANCE	1.222
KURTOSIS	-0.733	SKEWNESS	0.040	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		

VALID OBSERVATIONS - 155
MISSING OBSERVATIONS - 7

VARIABLE VAR061 BEER,WINE ON SHIPS

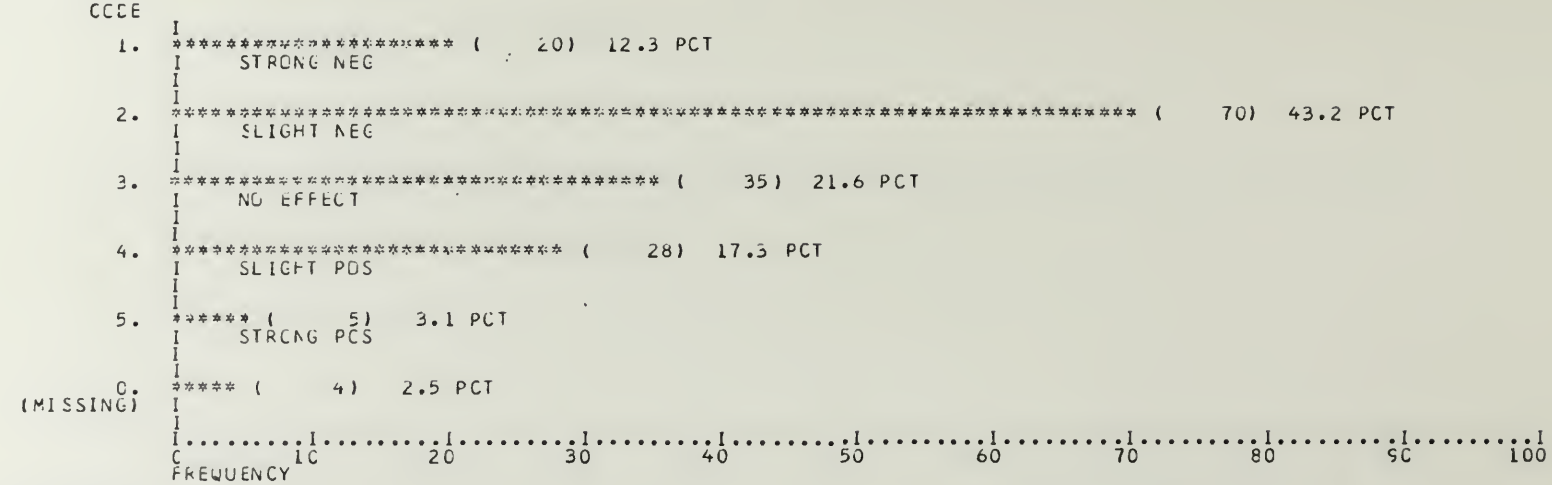

CODE
1. ********** (19) 11.7 PCT
STRONG NEG
2. ********** (29) 17.9 PCT
SLIGHT NEG
3. ********** (63) 38.9 PCT
NO EFFECT
4. ********** (41) 25.3 PCT
SLIGHT POS
5. ********** (10) 6.2 PCT
STRONG POS
0. * (0) 0.0 PCT
(MISSING)
0 10 20 30 40 50 60 70 80 90 100
FREQUENCY

STATISTICS..

MEAN	2.963	STD ERROR	0.084	MEDIAN	3.024
MODE	3.000	STD DEV	1.074	VARIANCE	1.154
KURTOSIS	-0.528	SKEWNESS	-0.198	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		

VALID OBSERVATIONS - 162
MISSING OBSERVATIONS - 0

VARIABLE VAR062 CONSISTENCY,INCONSISTENCY OF SUPERIORS

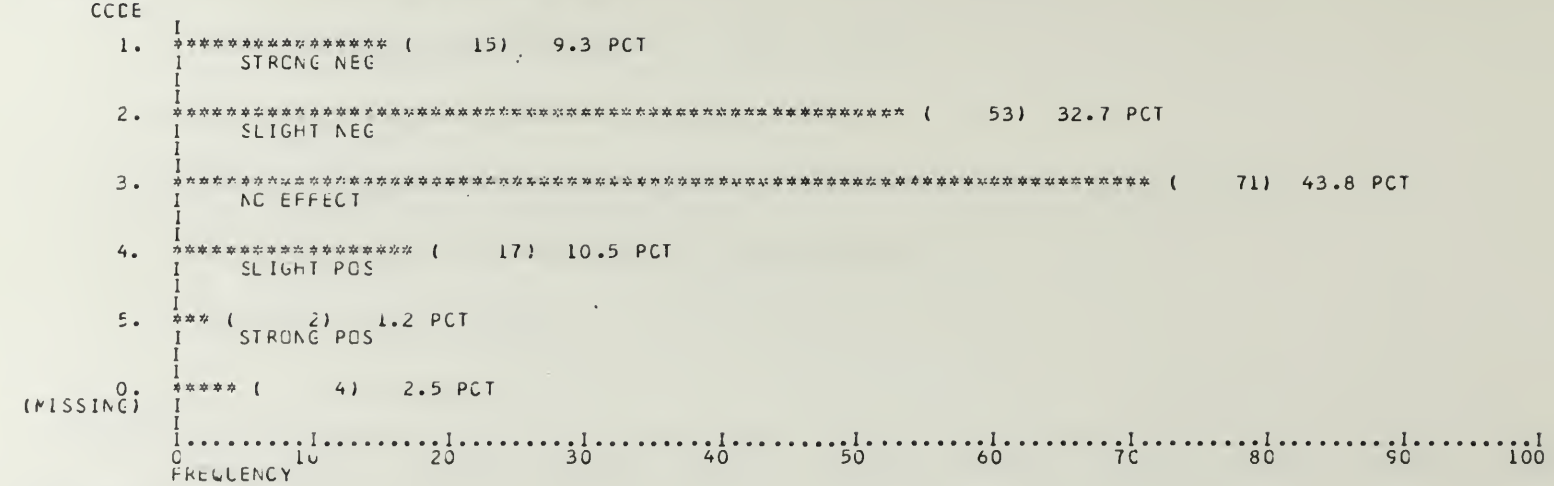

CODE
1. ********** (20) 12.3 PCT
STRONG NEG
2. ********** (70) 43.2 PCT
SLIGHT NEG
3. ********** (35) 21.6 PCT
NO EFFECT
4. ********** (28) 17.3 PCT
SLIGHT POS
5. ****** (5) 3.1 PCT
STRONG POS
0. ***** (4) 2.5 PCT
(MISSING)
0 10 20 30 40 50 60 70 80 90 100
FREQUENCY

STATISTICS..

MEAN	2.544	STD ERROR	0.082	MEDIAN	2.343
MODE	2.000	STD DEV	1.026	VARIANCE	1.052
KURTOSIS	-0.516	SKEWNESS	0.466	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		

VALID OBSERVATIONS - 158
MISSING OBSERVATIONS - 4

VARIABLE VAR063 ACCEL FROM CEILING LESS 5 PERCENT

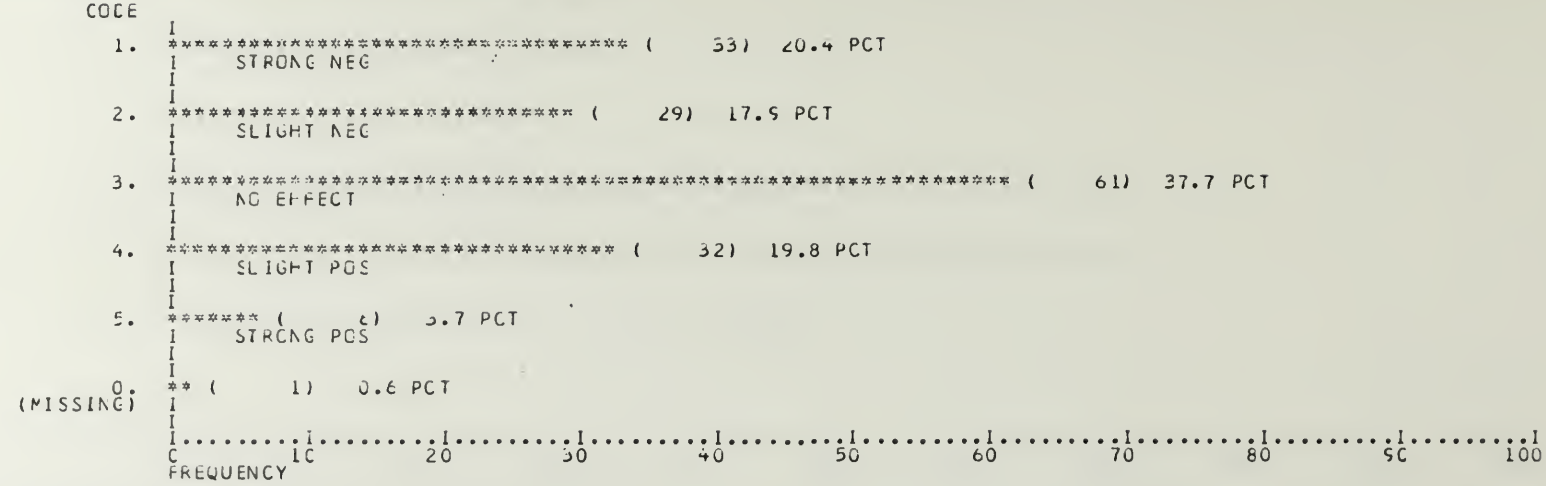

CODE
1. ********** (15) 9.3 PCT
STRONG NEG
2. ********** (53) 32.7 PCT
SLIGHT NEG
3. ********** (71) 43.8 PCT
NO EFFECT
4. ********** (17) 10.5 PCT
SLIGHT POS
5. *** (2) 1.2 PCT
STRONG POS
0. ***** (4) 2.5 PCT
(MISSING)
0 10 20 30 40 50 60 70 80 90 100
FREQUENCY

STATISTICS..

MEAN	2.608	STD ERROR	0.068	MEDIAN	2.655
MODE	3.000	STD DEV	0.851	VARIANCE	0.724
KURTOSIS	-0.083	SKEWNESS	0.035	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		

VALID OBSERVATIONS - 158
MISSING OBSERVATIONS - 4

VARIABLE VAR064 CC RATED BY SUBORDINATES

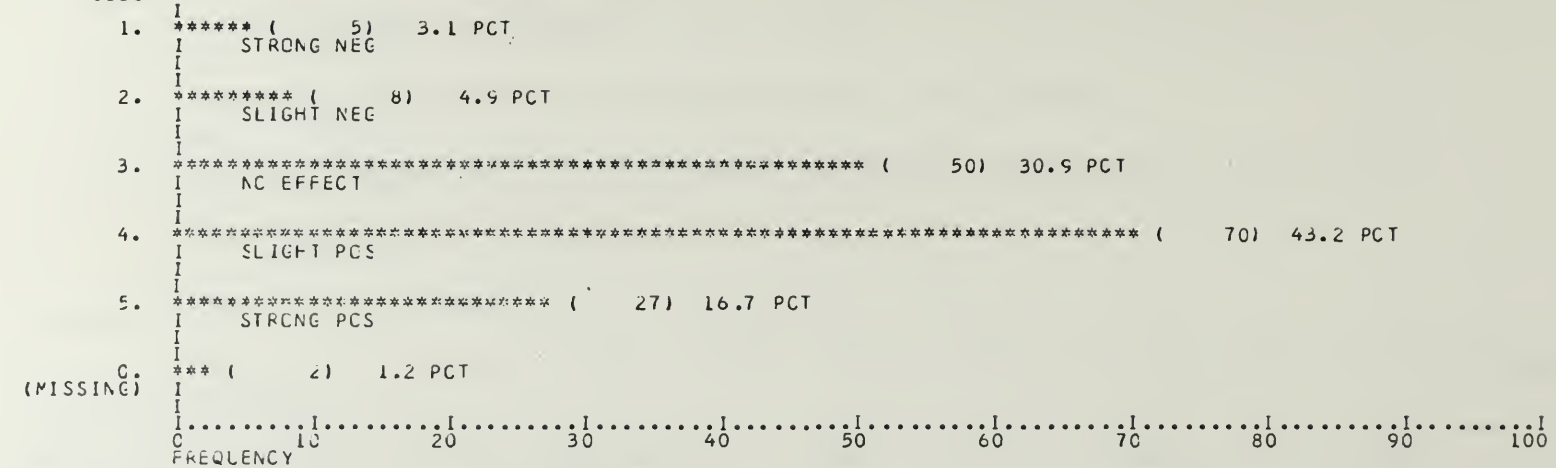

CODE
1. ********** (33) 20.4 PCT
STRONG NEG
2. ********* (29) 17.9 PCT
SLIGHT NEG
3. ********** (61) 37.7 PCT
NO EFFECT
4. ********** (32) 19.8 PCT
SLIGHT POS
5. ******* (6) 3.7 PCT
STRONG POS
0. ** (1) 0.6 PCT
(MISSING)
0 10 20 30 40 50 60 70 80 90 100
FREQUENCY

STATISTICS..

MEAN	2.683	STD ERROR	0.088	MEDIAN	2.803
MODE	3.000	STD DEV	1.120	VARIANCE	1.255
KURTOSIS	-0.841	SKEWNESS	-0.076	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		

VALID OBSERVATIONS - 161
MISSING OBSERVATIONS - 1

VARIABLE VAR065 SURFACE WARFARE DESIGNATOR

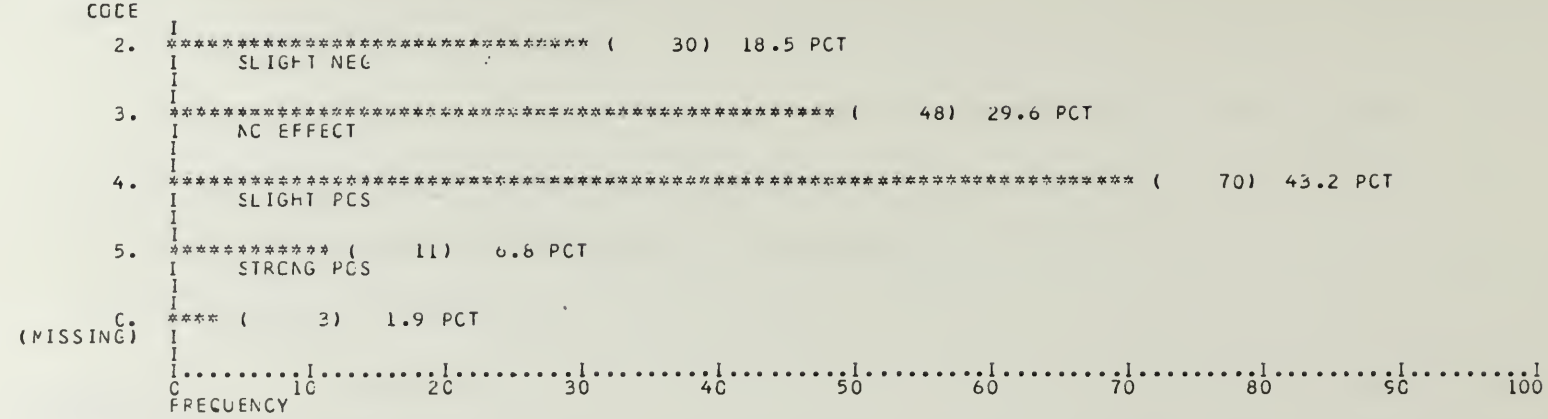

CODE
1. ****** (5) 3.1 PCT
STRONG NEG
2. ********* (8) 4.9 PCT
SLIGHT NEG
3. ********** (50) 30.9 PCT
NO EFFECT
4. ********** (70) 43.2 PCT
SLIGHT POS
5. ********** (27) 16.7 PCT
STRONG POS
0. *** (2) 1.2 PCT
(MISSING)
0 10 20 30 40 50 60 70 80 90 100
FREQUENCY

STATISTICS..

MEAN	3.662	STD ERROR	0.073	MEDIAN	3.743
MODE	4.000	STD DEV	0.924	VARIANCE	0.854
KURTOSIS	0.552	SKEWNESS	-0.627	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		

VALID OBSERVATIONS - 160
MISSING OBSERVATIONS - 2

VARIABLE VAR066 THREE YEAR ROTATION

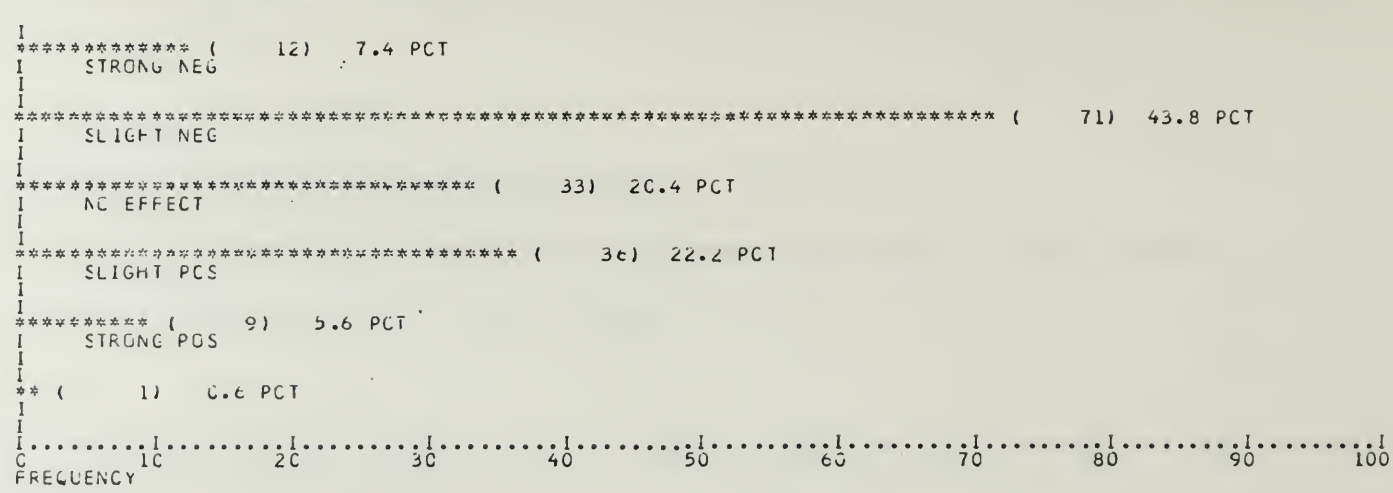

CODE
2. ********** (30) 18.5 PCT
SLIGHT NEG
3. ********** (48) 29.6 PCT
NO EFFECT
4. ********** (70) 43.2 PCT
SLIGHT POS
5. ********** (11) 6.8 PCT
STRONG POS
(MISSING) **** (3) 1.9 PCT
0 10 20 30 40 50 60 70 80 90 100
FREQUENCY

STATISTICS..

MEAN	3.390	STD ERROR	0.069	MEDIAN	3.521
MODE	4.000	STD DEV	0.871	VARIANCE	0.758
KURTOSIS	-0.822	SKEWNESS	-0.208	RANGE	3.000
MINIMUM	2.000	MAXIMUM	5.000		

VALID OBSERVATIONS - 159
MISSING OBSERVATIONS - 3

VARIABLE VAR067 OPPORTUN SELECT TO LOOK

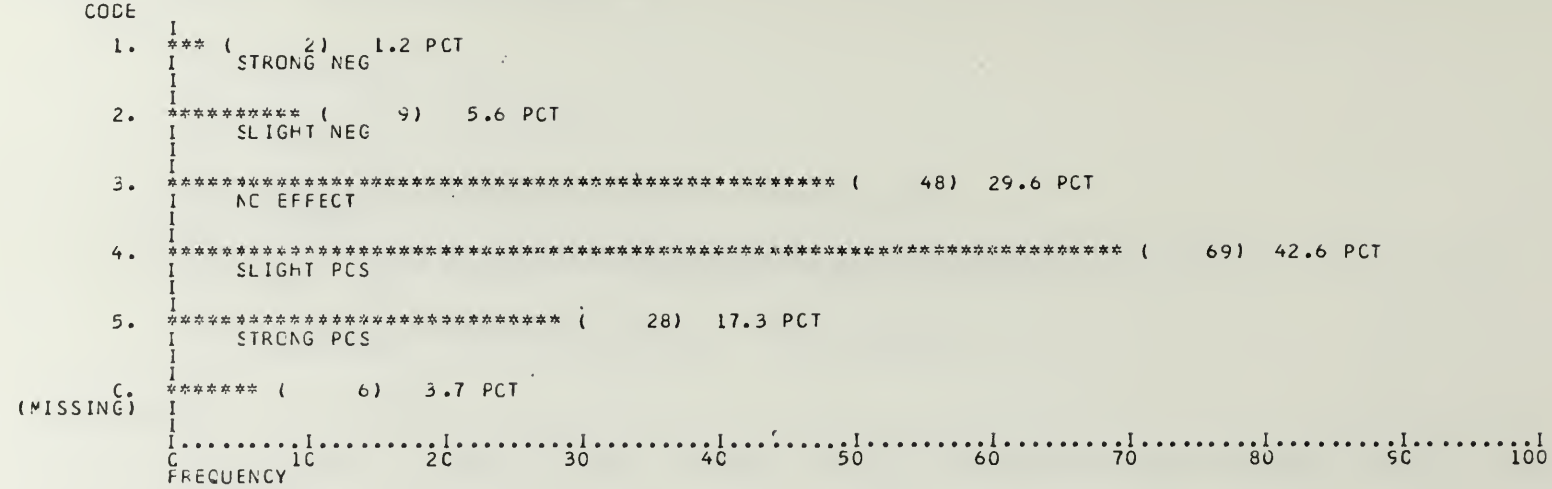

CODE
1. STRONG NEG (12) 7.4 PCT
2. SLIGHT NEG (71) 43.8 PCT
3. NO EFFECT (33) 20.4 PCT
4. SLIGHT POS (36) 22.2 PCT
5. STRONG POS (9) 5.6 PCT
(MISSING) ** (1) 0.6 PCT
0 10 20 30 40 50 60 70 80 90 100
FREQUENCY

STATISTICS..

MEAN	2.745	STD ERROR	0.084	MEDIAN	2.465
MODE	2.000	STD DEV	1.062	VARIANCE	1.128
KURTOSIS	-0.752	SKEWNESS	0.427	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		

VALID OBSERVATIONS - 161
MISSING OBSERVATIONS - 1

VARIABLE VAR068 CPPORTUN OVERSEA DUTY

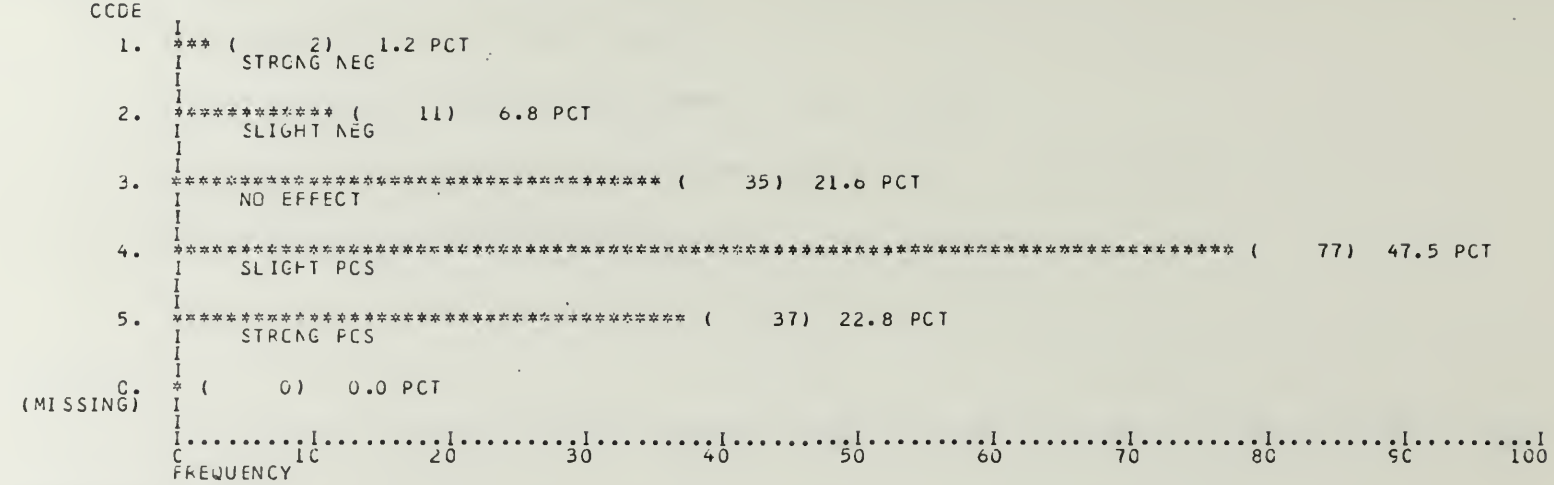

CODE
1. *** (2) 1.2 PCT
STRONG NEG
2. ********** (9) 5.6 PCT
SLIGHT NEG
3. ********** (48) 29.6 PCT
NC EFFECT
4. ********** (69) 42.6 PCT
SLIGHT PCS
5. ********** (28) 17.3 PCT
STRONG PCS
C. ******* (6) 3.7 PCT
(MISSING)
C 10 20 30 40 50 60 70 80 90 100
FREQUENCY

STATISTICS..

MEAN	3.718	STD ERROR	0.070	MEDIAN	3.775
MODE	4.000	STD DEV	0.871	VARIANCE	0.759
KURTOSIS	0.118	SKEWNESS	-0.421	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		

VALID OBSERVATIONS - 156
MISSING OBSERVATIONS - 6

VARIABLE VAR065 FOUR YEARS ONE CONUS AREA

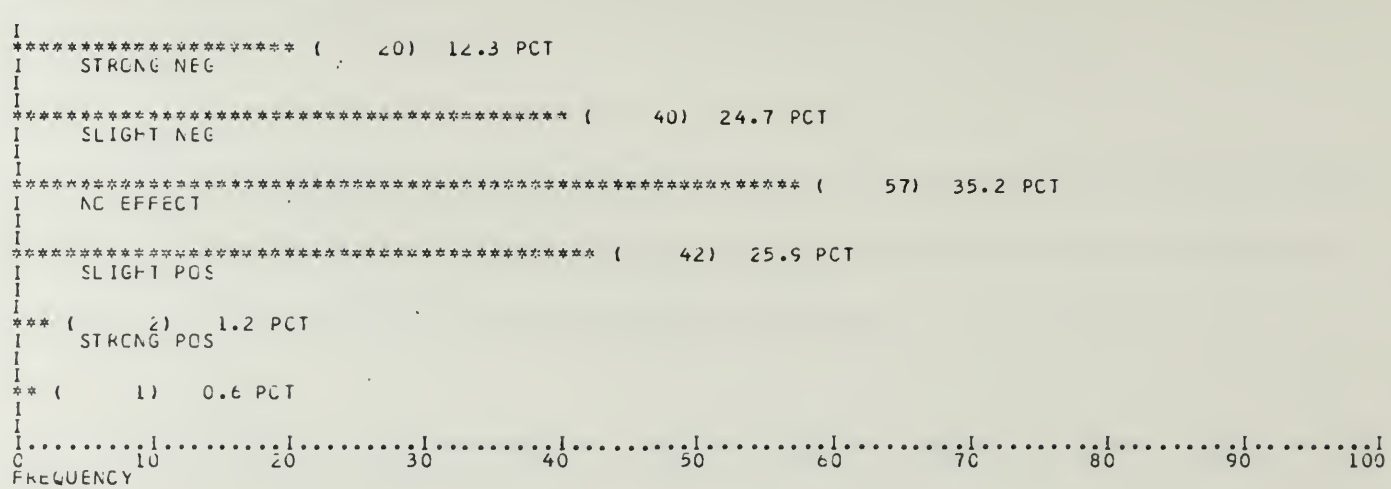

CODE
1. *** (2) 1.2 PCT
STRONG NEG
2. ********** (11) 6.8 PCT
SLIGHT NEG
3. ********** (35) 21.6 PCT
NO EFFECT
4. ********** (77) 47.5 PCT
SLIGHT POS
5. ********** (37) 22.8 PCT
STRONG POS
0. * (0) 0.0 PCT
(MISSING)
0 10 20 30 40 50 60 70 80 90 100
FREQUENCY

STATISTICS..

MEAN	3.840	STD ERROR	0.071	MEDIAN	3.929
MODE	4.000	STD DEV	0.898	VARIANCE	0.806
KURTOSIS	0.273	SKEWNESS	-0.661	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		

VALID OBSERVATIONS - 162
MISSING OBSERVATIONS - 0

VARIABLE VAR07C BOARD APPROVAL OF OCD'S

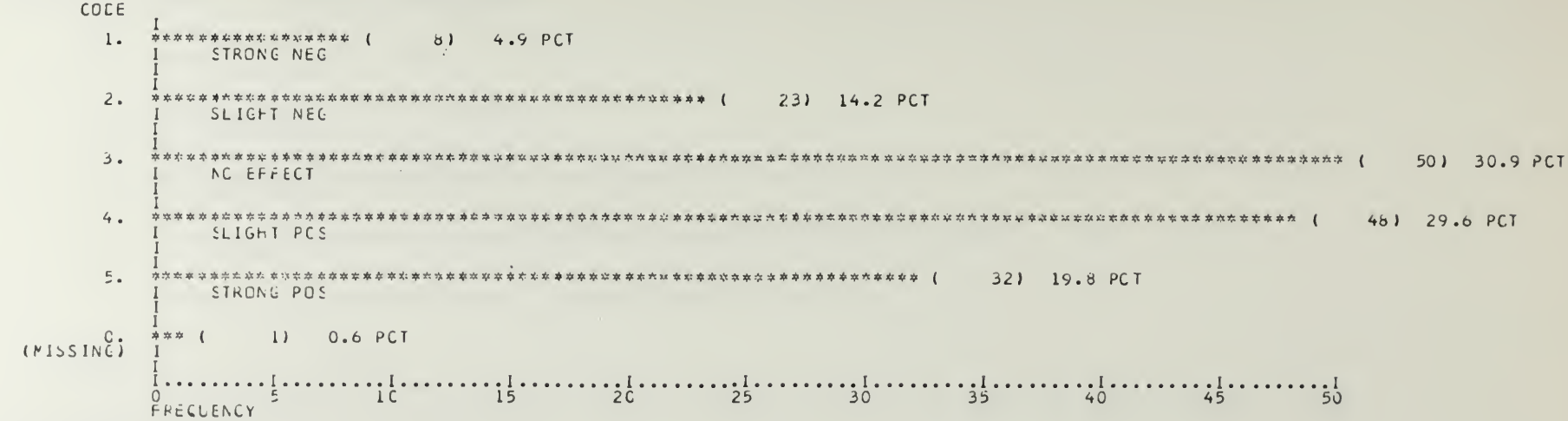

CODE
1. ********** (20) 12.3 PCT
STRONG NEG
2. ********** (40) 24.7 PCT
SLIGHT NEG
3. ********** (57) 35.2 PCT
NO EFFECT
4. ********** (42) 25.9 PCT
SLIGHT POS
5. ** (2) 1.2 PCT
STRONG POS
0. ** (1) 0.6 PCT
(MISSING)
0 10 20 30 40 50 60 70 80 90 100
FREQUENCY

STATISTICS..

MEAN	2.789	STD ERROR	0.080	MEDIAN	2.860
MODE	3.000	STD DEV	1.009	VARIANCE	1.018
KURTOSIS	-0.822	SKEWNESS	-0.228	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		

VALID OBSERVATIONS - 161
MISSING OBSERVATIONS - 1

VARIABLE VAR071 NAVY QUARTERS AVAILABILITY

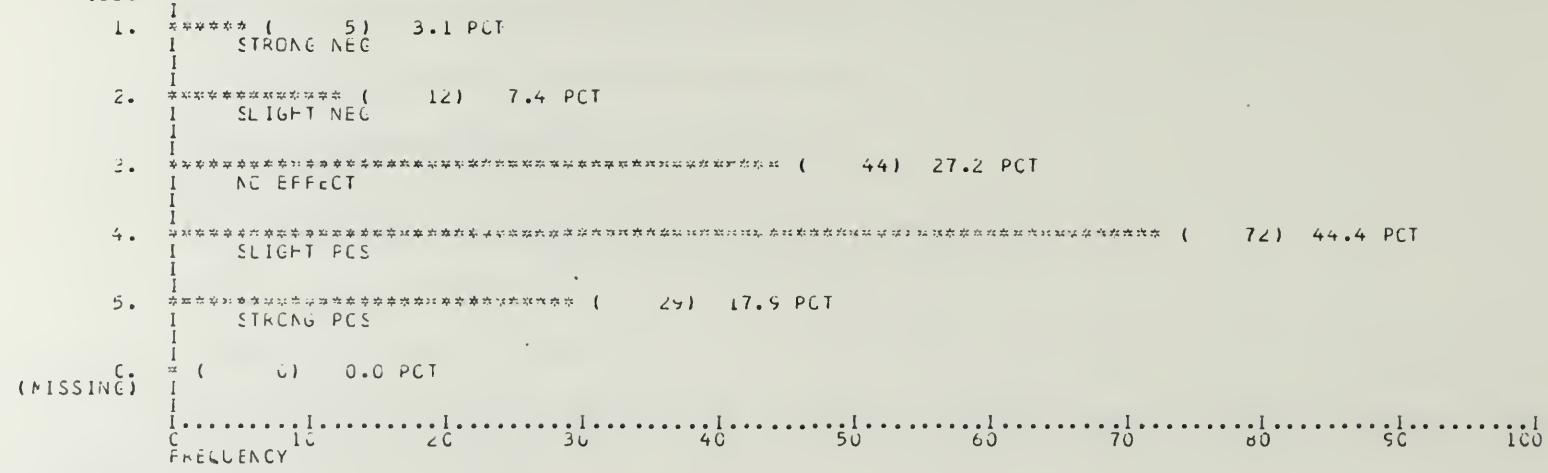

CODE
1. ********** (8) 4.9 PCT
STRONG NEG
2. ********** (23) 14.2 PCT
SLIGHT NEG
3. ********** (50) 30.9 PCT
NO EFFECT
4. ********** (48) 29.6 PCT
SLIGHT POS
5. ********** (32) 19.8 PCT
STRONG POS
0. *** (1) 0.6 PCT
(MISSING)
0 5 10 15 20 25 30 35 40 45 50
FREQUENCY

STATISTICS..

MEAN	3.453	STD ERROR	0.088	MEDIAN	3.490
MODE	3.000	STD DEV	1.112	VARIANCE	1.237
KURTOSIS	-0.608	SKEWNESS	-0.306	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		

VALID OBSERVATIONS - 161
MISSING OBSERVATIONS - 1

VARIABLE VAR072 LINEAL LIST ADJUSTMENT

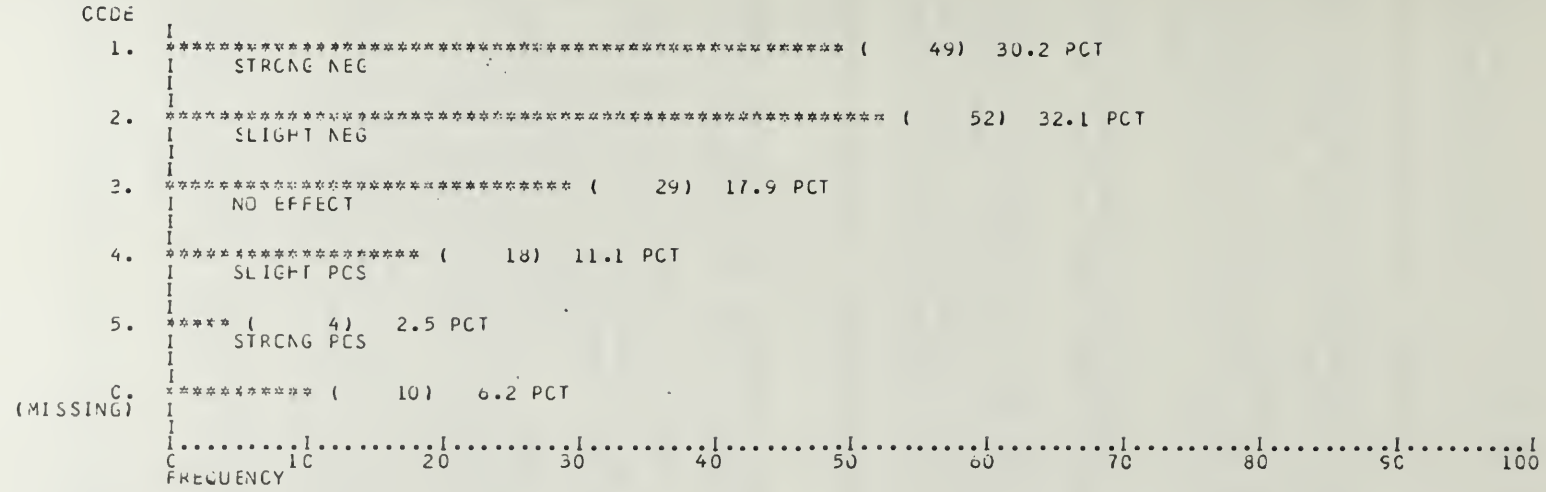

CODE
1. ****** (5) 3.1 PCT
STRONG NEG
2. ********** (12) 7.4 PCT
SLIGHT NEG
3. ********** (44) 27.2 PCT
NO EFFECT
4. ********** (72) 44.4 PCT
SLIGHT POS
5. ********** (29) 17.9 PCT
STRONG POS
C. * (0) 0.0 PCT
(MISSING)
0 10 20 30 40 50 60 70 80 90 100
FREQUENCY

STATISTICS..

MEAN	3.667	STD ERROR	0.075	MEDIAN	3.778
MODE	4.000	STD DEV	0.959	VARIANCE	0.919
KURTOSIS	0.304	SKEWNESS	-0.650	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		

VALID OBSERVATIONS - 162
MISSING OBSERVATIONS - 0

VARIABLE VAR073 NEW RETIREMENT PROPOSALS


CODE
1. STRONG NEG (49) 30.2 PCT
2. SLIGHT NEG (52) 32.1 PCT
3. NO EFFECT (29) 17.9 PCT
4. SLIGHT PCS (18) 11.1 PCT
5. STRONG PCS (4) 2.5 PCT
C. (MISSING) (10) 6.2 PCT
0 10 20 30 40 50 60 70 80 90 100
FREQUENCY

STATISTICS..

MEAN	2.184	STD ERROR	0.089	MEDIAN	2.019
MODE	2.000	STD DEV	1.094	VARIANCE	1.198
KURTOSIS	-0.414	SKEWNESS	0.665	RANGE	4.000
MINIMUM	1.000	MAXIMUM	5.000		

VALID OBSERVATIONS - 152
MISSING OBSERVATIONS - 10

APPENDIX D

COMMENTS ON QUESTION 53:
THE NEW RETIREMENT PROPOSAL'S EFFECT
ON RETENTION

Whatever changes are made should not apply to persons now on active duty.

New plan grossly unfair!

As long as only moderate, a very subjective word, changes are made in benefits it will have no personal affect on my career plans. Suggest as an alternative, a funded retirement plan similar to type industries use, thereby requiring less annual government input and providing more benefits.

Pay retirement benefits to "retired" people with minimum of 20 years--the short timer already gets enough.

Oppose retroactive clause of new Social Security law. Fear retirement will not be adequate for necessary living expenditures; forcing a retiree to seek a new career after serving 20 plus years in military service.

New retirement proposal will lower retention significantly.

Many people die before they get a chance to reap any of the benefits of this program.

(1) Proposal would result in serious upheaval from within.
(2) The only purpose is to save government money at the expense of those who supported the country during rougher times.
(3) There would be no room for advancement for the tremendous 0-6 community that would form. To make it work, the flag ranks would have to open wide. If not, a large pool of deadwood in the 0-6 group could develop, killing time to get to the 25-30 year mark.
(4) The largest single inducement to a military career is retirement benefits with pay at 20 years. Take that away and recruiting will become a joke.

Grossly unfair to change system for those whose decision to stay in was made at least in part because of the present system.

Would consider resigning if retirement plan approved.

New plan forces a lot of commanders and captains to stay in the Navy (30 years) who would otherwise get out and create openings for promotions.

Recognize the need for a revised retirement. In favor of the payment to those getting out with 10-20 years service. Oppose the obvious "payoff" to the senior officers in order to gain their support; the automatic deduction from retirement pay equivalent to a percentage of social security benefits at age 65 whether or not social security is chosen to be collected at that time. DOD presentation was misleading stating that no one will get less than he would under the old program which is untrue.

If proposal becomes law, would leave the service for the first decent civilian job offered. Without retirement benefit there is no incentive for anyone with an education to remain. Navy will become infested with losers.

One of the career promotion "gimmicks" is to inform an officer that if he were receiving the amount of pay equivalent to what his retirement is worth, he would be receiving almost twice what he presently gets. But, what they fail to say is that this money doesn't exist, except in future taxes. Suggest a retirement plan similar to a large corporation's policy with one exception: rather than transferring retirement benefits (if one should change jobs) military should be entitled to amount of benefits in trust on leaving active duty regardless of number of years in service.

New retirement plan appears good from the aspect of encouraging some of the "rotten apples" to get out earlier than 20.

Integration of social security benefits and retirement pay portend a contributory retirement system. Against retroactive implementation of the new retirement proposal because it contradicts our legal traditions and constitutional provisions barring ex post facto laws.

New plan will result in fewer personnel remaining for 20 (10 will be maximim).

Object to new plan affecting those already in service. A more fair deal would be to apply new plans to those entering service after or when its enactment occurs. This proposal would result in a boost in morale of active duty officers.

If retirement pay is raised for 25-30 year periods, then all officers should be allowed to remain in service for that length of time if their performance is good regardless

of rank. The present proposal discriminates against commander and below since only captains and admirals can remain for 30.

Will result in loss of officers due to "void promises" and Congress's own inconsistency.

Appears illegal (ex post facto).

Keep present retirement plan.

Retirement reductions at the expense of the retiree are unfair.

Plan will definitely not be an incentive to an all-volunteer force, particularly to career-oriented persons.

You can't sell all the tickets to the theater, and after everyone is seated, change the movie!

APPENDIX E

RESPONSES OF OFFICERS TO THE QUESTION: "IF THERE WERE ONE CHANGE THAT YOU COULD MAKE IN THE SURFACE NAVY THAT WOULD CAUSE YOU TO INCREASE THE LENGTH OF TIME THAT YOU INTEND TO REMAIN IN THE NAVY, WHAT WOULD THAT CHANGE BE?"

NAVY STANDARDS

Professionalize--allow for career within a specialty (Operations, WEPS, NAV., etc); do not force generalization; do not force requirements and patterns. (6 Responses)

Get rid of non-performing officers and enlisted from admirals down. (3 Responses)

A higher degree of professional expertise in officers and rate expertise in enlisteds. (2 Responses)

Recruit only quality officers and enlisteds. (2 Responses)

Abolish the "career trail" and ticket-punching. (2 Responses)

Get recruiters to sign up only good men and throw out the quota system.

In a zero draft environment, the Navy should have to accept only those with a high degree of motivation for a Naval career.

Have a squadron review board to recommend whether an officer or enlisted man is fit to be retained and replace enlisted performance records.

Remove tenure for all below admiral.

Improve leadership standards; emphasize leadership by example.

Improve petty officer's authority.

Remove permissiveness.

Increase the degree of responsibility to the highest degree possible for enlisted and officers alike.

Promote teamwork not competitiveness between ships. Present evaluation system breaks down group efforts.

Have all inspections unannounced.

More selectivity as to who goes Surface; we don't want leftover Air/Subs.

Eliminate "ticket-punchers" in CO/XO/department head ranks.

Have a realistic workload per surface unit. Remove "can do masochism" of a naval service of undermanned ships of poor material condition.

SHIPS AND EQUIPMENT

Build more and better ships that the Surface Navy needs. (15 Responses)

Improve present reliability, maintainability of ships and equipment. (7 Responses)

Make every system modern on new ships, not just weapons systems, for example.

Set up better maintenance programs.

Make INSURV inspections mean something and provide money to make necessary repairs.

Build more destroyers.

Better material support for the ships, not just in dollars, but mostly in staffs that really understand the problems.

Stop the wholesale purge of equipment before we cut out our Navy.

TOURS AND DEPLOYMENT

Remain in an area for as long as one desires. (3 Responses)

Reduce personnel turnover on ships. (3 Responses)

More sea tours in a career. (3 Responses)

Establish strict period between overhauls and have few personnel changes in between. (2 Responses)

Better choice of duty station. (2 Responses)

More stability in deployment schedules.

Remain in same home port for five or six years.

A more thorough knowledge of billets available with greater ability to select future billets.

Opportunity to fill more sea billets in first 3-5 years; for example, switch departments on same ship after 18 months.

Minimum sea tour for anyone should be two years with no ship change.

Move to a more responsible job as soon as present one is learned.

Allow at least one J.O. tour (2 years) outside his ship type or even outside the surface community.

Establish definite tour lengths at sea and ashore.

Establish Blue and Gold crews.

Better opportunity for IGEPS to use their education on shore facilities as ensigns and lieutenants junior grade.

The opportunity to choose tours at sea for someone who likes going to sea, but doesn't necessarily want to command.

COMMAND AT SEA

Increase the opportunity for command at sea and XO at all levels. (5 Responses)

Better qualified C.O.'s. Looking good on paper and knowing the"right people" is not enough. Leadership most important. (4 Responses)

Better qualified C.O.'s. Identify people early who enjoy sea duty - not just ticket-punchers - limit CO/XO to that group.

Commanding officer tours are too short. No long-term solutions reached in one year.

C.O.'s pressured by too many administrative problems.

Increase opportunity for lieutenant command.

Set up board to evaluate C.O. after one year to determine suitability.

Increase authority of C.O.'s to "hire/fire enlisted and officers.

Use only "operators" as C.O.'s, not bureaucratic desk jockeys.

Enhance command opportunity through blue/gold concept as an SSBN.

PROMOTION AND FITNESS REPORTS

The uncertainty and everchanging standards of selection boards. (2 Responses)

Promotion based on performance in lieu of present heavy weight on length of service. (2 Responses)

Remove all ceilings on accelerated promotions. (2 Responses)

Make the fitness report more objective; standardize comprehensive form with less emphasis on CO ability to write. (2 Responses)

Have only early promotion of one year coupled with commander /captain "up or out" legislation to stabilize promotion opportunity.

Good projection of promotion opportunity and command opportunity.

Consistency in the rank structure.

Increasing promotion opportunity by forcing out deadwood lieutenant commanders and above.

Have "up or out" legislation and, if passed over once, -out!

Include in fitness report a section on the officers'effect on retention.

More flexibility in career patterns to lieutenant commander level. Performance should outweight "box checking".

More emphasis on overall performance of an officer and less on relative rating with his peers which includes a personality judgment factor.

Square away fitness report system. It provides no basis for relative comparison of abilities or capabilities of officers of comparable rank.

COMPENSATION

More total pay and allowances appropriate to tasks and personal inconvenience involved. (5 Responses)

BAQ for bachelors afloat. (3 Responses)

Sea pay. (2 Responses)

Increase BAQ. (2 Responses)

A more equitable pay system compared with aviation and submarines.

TRAINING

More training for junior officers prior to reporting on board. (3 Responses)

More training in warfare specialty, in: Ops, Eng., Weps, etc.

Make training more realistic, not just simulations. Have surprise exercises.

Have prior training comparable to sub/flight training for all destroyer personnel.

Better utilization of trained personnel to get a fair shake on hardware instead of paying "through the nose" for a design that doesn't work.

Set up more training ashore and fewer local ops which interfere with ship maintenance.

More emphasis on professional training for officers and enlisted.

More realistic and timely training schedules at sea.

Train all personnel before reporting aboard ships and man the ships to full allowance.

IMAGE

Increase quality of surface community to compare favorably with sub/air with stricter qualifications for surface designator coupled with increased concern for surface material condition.

Become the number one Navy again!

Take the Surface Navy out of the stepchild category.

Quit trying to compare the Surface Navy with civilians, aviators and submariners.

Make a strong effort to acquaint the general public with the Navy. I feel that the weakest link in the Navy today

is the failure to retain enlisted men and women who get out due to social or peer group pressure.

Receiving as great amount of respect as and equal promotion competition with submariners and aviators.

Recognition by insignia and pay that the Surface Navy is in fact an important part of the Navy and of United States policy.

Having to earn through diligent effort a surface warfare designator with accompanying insignia and specialization in weapons, engineering or operations.

The officer corps has become divided from the society it "protects".

Treat the Surface Navy Personnel as well as supply, aviation, etc. Every group looks out for their own except the Surface Navy.

ADMINISTRATIVE

Decrease paper work; let action and performance speak. (4 Responses)

Do away with bureaucratic methods.

Further decrease collateral duties.

Restructure staffs to do paper work that they require of shipboard personnel.

Shift administrative functions ashore especially for small ships.

Improve flow of communication and understanding between major staffs and ships.

Establish realistic working hours removing unnecessary meeting and bull sessions.

HOME AND FAMILY

Minimize family separation. (4 Responses)

Improve dependent medical care, commissaries and navy housing or do away with them.

Change maximum separation to four-month deployment for 12-month period.

Increase overseas homeporting accompanied by dependents.

More family orientation by the Surface Navy.

SUPERIORS AND BUPERS

Would like to get candid answers from detailers. (2 Responses)

More consistency among senior officers directives; more accurate and to-the-point goal definition.

To get straight honest answers from superiors, especially captain and above.

Increased personal consideration in issuance of BUPERS orders.

MISCELLANEOUS

Reverse the decision to move the fleet out of Newport.

Better living conditions for bachelors on board ship.

APPENDIX F

RESPONSES OF OFFICERS TO THE QUESTION, "WHAT IS THE MOST ATTRACTIVE ASPECT OF THE SURFACE NAVY?"

RESPONSIBILITY AND CHALLENGE

Early assumption of responsibility and leadership. (10 Responses)

Professional challenge and responsibility of a difficult job. (9 Responses)

Opportunity for increasing responsibility. (5 Responses)

Challenge of various positions available aboard ship. (5 Responses)

Managerial responsibility for modern weapons and data systems. (3 Responses)

Responsibility and feeling of accomplishment. (2 Responses)

Being a "jack-of-all-trades" as a surface officer.

The satisfaction of knowing you are an expert at your highly complex job.

Afloat tours in responsible positions on good ships.

Challenge of being an effective leader in a more humanistic Navy.

Simply doing a job I like.

GOING TO SEA AND OPERATIONS

Going to sea as part of the Surface Navy. (11 Responses)

Meaningful at sea operations. (2 Responses)

No monotony at sea due to varied surface operations. (2 Responses)

Going to sea is a demanding environment that requires real professionalism.

The ocean at 20 knots at 0200.

Hard work followed by hard play.

Fresh air and salt spray on the fo'c's'le.

The sea and ships.

The thrill of being on the open sea.

The opportunity to be at sea and visit many ports.

Mobility and versatility.

Sea duty and associated responsibilities.

Deployment with emphasis on multi-navy interaction.

Life on destroyers in formation.

Simplicity of life at sea.

Going to sea and breathing clean air.

As much as I dislike being away from my family, there's something about ships and the sea.

The introduction to the old "Victory at Sea" television show with music and waves crashing.

COMMAND AT SEA

Looking forward to some day having command at sea. (20 Responses)

Command opportunity for young officers, lieutenant and above. (2 Responses)

Command in the Surface Navy, not above or below it.

Command at sea awarded on performance at sea in a variety of billets.

Command and interactive leadership opportunities.

Knowing that to receive command at sea is a considerable accomplishment.

Responsibility, challenges, and opportunity for command at sea of a ship.

SHIPS AND PEOPLE

Maneuvering ships at sea. (8 Responses)

Working with people on ships. (3 Responses)

Opportunity to manage a group of men into an effective fighting unit.

Working with other professionals on a demanding job.

Destroyers at sea.

The esprit de corps of a well run ship from the CO down.

The few good skippers I worked for and the many good men who worked for me.

Modern well-built ships (the few there are).

Variety, capabilities, and assignments of destroyers at sea.

TRAVEL

The opportunity to travel and visit new places. (15 Responses)

Travel and adventure.

The "romance" of sailing a United States Man-of-War into a foreign port and showing the flag.

Seeing the world as a member of a small congenial group on a destroyer.

ASSIGNMENTS

The opportunity for a wide range of duty stations and assignments during your career. (4 Responses)

The change of jobs after about a two-year period. (2 Responses)

Variety of experience in a changing environment.

Knowing that after spending a certain amount of time aboard ship, you can get shore duty.

MISCELLANEOUS

The opportunity for career development and continuous professional growth. (2 Responses)

Subspecialty aspect of OTMS.

Educational opportunities.

The challenge to bring the Surface Navy back to the position it once held.

No single attraction, it's just the Navy that appeals to me.

Job security.

Job enjoyment and retirement benefits.

You don't have to fly or serve in submarines.

More personal freedom in Surface Navy than other groups.

APPENDIX G

FACTOR ANALYSIS

CORRELATION COEFFICIENTS..

	VAR021	VAR022	VAR023	VAR024	VAR025	VAR026	VAR027	VAR028	VAR029	VAR030
VAR021	1.00000	-0.01731	0.05269	-0.01954	0.11312	0.17287	0.01503	0.16347	0.06381	0.03046
VAR022	-0.01731	1.00000	0.04611	0.02743	0.26129	0.11238	0.07898	0.19742	0.20802	0.23387
VAR023	0.05269	0.04611	1.00000	0.11412	0.14289	0.32133	0.07779	0.09165	0.03223	-0.01350
VAR024	-0.01954	0.02743	0.11412	1.00000	0.05486	0.08869	0.15872	0.06552	0.01968	0.01163
VAR025	0.11312	0.26129	0.14289	0.05486	1.00000	0.31853	0.03993	0.32451	0.06256	0.05390
VAR026	0.17287	0.11238	0.32133	0.08869	0.31853	1.00000	0.08910	0.17603	-0.01784	0.15952
VAR027	0.01503	0.07898	0.07779	0.15872	0.03993	0.08910	1.00000	0.05055	0.03279	0.11882
VAR028	0.16347	0.19742	0.09165	0.06552	0.32451	0.17603	0.05055	1.00000	0.22364	0.17103
VAR029	0.06381	0.20802	0.03223	0.01968	0.06256	-0.01784	0.03279	0.22364	1.00000	0.32408
VAR030	0.03046	0.23387	-0.01350	0.01163	0.05390	0.15952	0.11882	0.17103	0.32408	1.00000
VAR031	0.42130	0.11885	0.03050	-0.02622	0.13540	0.32778	-0.04551	0.13747	0.08661	0.20217
VAR032	0.20261	0.01420	-0.01473	-0.03447	0.00210	-0.01782	0.14641	0.06761	-0.07740	-0.00551
VAR033	0.16028	-0.10222	0.11207	0.04848	-0.05073	0.12092	-0.01292	-0.05589	-0.13750	0.07939
VAR034	0.06412	0.09752	-0.05811	0.07819	0.05797	0.03485	0.08227	-0.07030	0.05846	0.02895
VAR035	0.10766	-0.13697	0.12285	0.16652	0.08977	0.17619	-0.07733	0.04830	-0.20424	-0.05726
VAR036	-0.02011	-0.28577	0.17405	0.02665	-0.11405	-0.04393	-0.08702	-0.09295	-0.09143	-0.09537
VAR037	0.15551	-0.11356	-0.06954	0.07103	0.01244	0.17966	0.11578	0.05782	-0.09405	0.16158
VAR038	0.26679	0.00033	-0.07605	-0.13162	0.08481	0.07806	-0.06464	-0.08229	-0.16778	-0.00065
VAR039	-0.13676	-0.09728	0.09838	0.16175	-0.01577	0.02838	0.00348	-0.09252	0.06003	-0.08866
VAR040	0.06439	0.10476	0.05938	0.06856	0.24834	0.21742	0.09087	0.65463	0.03464	0.03828
VAR041	0.03477	0.16791	0.08609	0.14569	0.04813	-0.01459	0.44154	-0.01563	0.04513	0.02782
VAR042	0.09516	-0.18076	0.04504	0.11038	-0.25781	0.05140	0.10756	-0.08366	0.21083	0.10461
VAR043	0.05157	0.02177	0.05782	0.07561	-0.00644	0.03805	0.12924	0.19950	0.16606	0.13459
VAR044	0.01038	-0.02649	-0.06567	0.05490	-0.01474	-0.07945	-0.09420	-0.06317	-0.05984	-0.03287
VAR045	-0.00735	0.19227	-0.22944	0.24355	0.09205	-0.06257	-0.02180	0.05489	0.06226	0.11742
VAR046	-0.05874	0.07472	-0.14915	0.00517	-0.06435	0.01106	0.09266	-0.10093	0.09260	0.27289
VAR047	0.12030	0.10397	0.08886	-0.01680	0.27806	0.17186	-0.04058	0.26426	-0.00298	0.12481
VAR048	0.06583	-0.02333	-0.04501	-0.06560	0.06317	0.07182	-0.17352	0.02390	0.07108	0.17546
VAR049	0.00502	-0.09695	-0.04421	0.20993	0.09315	0.05267	0.00981	-0.05717	-0.02956	-0.01608
VAR050	-0.05174	-0.08268	-0.04205	-0.01970	0.16132	0.25882	0.06135	0.15978	-0.04056	0.07265
VAR051	0.11747	-0.12103	0.11405	0.05515	-0.18194	-0.00217	0.09714	-0.23514	-0.00521	-0.12126
VAR052	-0.10953	-0.09661	0.15895	0.26599	-0.07911	0.01064	0.03155	-0.10005	-0.17105	-0.19364
VAR053	-0.01070	-0.11533	0.05750	-0.03049	0.04516	-0.07149	0.12972	-0.11041	-0.00301	-0.07401
VAR054	-0.00451	-0.09598	-0.00965	0.14643	0.04542	0.09600	0.04498	-0.02076	-0.16127	-0.08069
VAR055	-0.04453	-0.03287	0.06544	-0.07925	0.06097	0.04106	-0.04882	-0.11510	-0.01652	-0.04886
VAR056	0.02224	0.18362	0.17950	0.01770	0.14825	0.30180	-0.03684	0.16436	-0.04269	0.01353
VAR057	0.04433	-0.06065	0.05806	-0.14980	-0.04494	0.19928	-0.08986	-0.04169	0.03090	0.06956
VAR058	-0.06871	0.11373	0.05719	0.01014	0.01240	0.22910	0.13725	0.10088	-0.01433	0.15598
VAR059	0.18899	0.02180	0.17157	-0.17444	-0.18946	-0.02225	-0.07912	-0.15069	-0.00513	-0.06490
VAR060	0.12953	-0.00423	-0.12992	-0.04554	0.03456	0.00416	0.05753	-0.05274	-0.12800	-0.06737
VAR061	-0.03101	0.08722	0.02299	-0.00647	-0.06164	-0.04675	0.00113	0.10346	0.03627	0.07770
VAR062	0.08124	-0.12596	-0.00821	0.09538	-0.15055	-0.02045	-0.03947	-0.01594	0.02061	0.00959
VAR063	0.02529	-0.09066	0.18196	0.09247	0.04103	-0.02202	-0.01900	0.04804	0.10977	-0.26548
VAR064	0.02053	0.09469	-0.04784	0.02162	0.02621	0.03523	0.11011	-0.01800	0.06548	0.07160
VAR065	-0.00152	0.05118	-0.04257	0.05307	0.03991	0.07387	0.13711	-0.06134	0.00686	0.14826
VAR066	0.01685	0.05362	0.00179	0.02759	-0.03006	0.01388	0.05033	-0.05305	0.05878	0.10074
VAR067	0.14604	-0.10366	0.20694	0.01698	-0.00181	0.20801	0.12401	-0.10965	0.10485	0.08560
VAR068	0.03656	0.12436	-0.01629	0.09024	0.03227	0.07844	0.10082	0.10019	-0.14962	0.17021
VAR069	0.01718	0.25830	-0.07041	-0.06587	0.06492	0.06135	0.07249	0.09475	0.00259	0.10302
VAR070	0.02193	0.00168	-0.00566	0.08749	0.00190	-0.01832	0.19229	-0.06361	0.02407	-0.13550
VAR071	0.02278	0.00445	-0.01005	-0.17750	-0.06820	0.09059	0.00194	-0.08483	-0.01894	0.04031
VAR072	0.00749	0.18152	-0.11590	-0.02330	-0.11235	0.05370	0.04540	-0.07737	0.05312	0.17629
VAR073	0.04352	-0.10139	0.22385	0.11161	-0.02610	0.03254	0.04001	-0.08844	0.04715	0.08050

	VAR031	VAR032	VAR033	VAR034	VAR035	VAR036	VAR037	VAR038	VAR039	VAR040
VAR021	0.42130	0.20261	0.16028	0.06412	0.10706	-0.02011	0.15551	0.26679	-0.15670	0.08439
VAR022	0.11885	0.01420	-0.10222	0.09752	-0.13897	-0.28577	-0.11356	0.00033	-0.09728	0.10476
VAR023	0.03050	-0.01473	0.11207	-0.05611	0.12283	0.17465	-0.00994	-0.07605	0.09838	0.05938
VAR024	-0.02822	-0.03447	0.04848	0.07819	0.16052	0.02665	0.07103	-0.13162	0.16175	0.06858
VAR025	0.13540	0.00210	-0.05073	0.05797	0.08577	-0.11405	0.01244	0.08461	-0.01577	0.24334
VAR026	0.32776	-0.01782	0.12092	0.03465	0.17619	-0.04393	0.17966	0.07808	0.02838	0.21742
VAR027	-0.04551	0.14641	-0.01252	0.08227	-0.07733	-0.03702	0.11578	-0.06464	0.00348	0.09087
VAR028	0.13747	0.06761	-0.05589	-0.07030	0.04830	-0.09299	0.05782	-0.08229	-0.09252	0.05463
VAR029	0.08661	-0.07740	-0.13750	0.05846	-0.20424	-0.09143	-0.09463	-0.16778	0.06003	0.03464
VAR030	0.20217	-0.00551	0.07939	0.02893	-0.05726	-0.09537	0.16158	-0.00062	-0.08866	0.03828
VAR031	1.00000	0.23975	0.06992	0.06058	0.08363	0.08677	0.20572	0.22985	-0.08675	0.07783
VAR032	0.23975	1.00000	0.09363	-0.01402	0.19069	0.07519	0.10979	0.27502	-0.09279	0.07087
VAR033	0.06992	0.09363	1.00000	0.09950	0.22180	0.02568	0.06967	0.15159	-0.09135	0.05272
VAR034	0.06058	-0.01402	0.09950	1.00000	0.01911	-0.18113	0.10034	0.05607	-0.02244	0.01080
VAR035	0.08363	0.19069	0.22180	0.01911	1.00000	0.16175	0.05216	0.17725	0.01906	0.15184
VAR036	0.08677	0.07519	0.02568	-0.18113	0.16175	1.00000	-0.06302	0.04904	0.28411	-0.04090
VAR037	0.20572	0.10979	0.06967	0.10034	0.05216	-0.06302	1.00000	0.16006	0.02960	0.06738
VAR038	0.22985	0.27502	0.15159	0.05607	0.17725	0.04904	0.16006	1.00000	0.02179	0.00834
VAR039	-0.08675	-0.09279	-0.09135	-0.02244	0.01906	0.28411	0.02960	0.02179	1.00000	-0.02882
VAR040	0.07783	0.07087	0.05272	0.01080	0.15184	-0.04090	0.06738	0.00834	-0.02882	1.00000
VAR041	-0.02536	0.13409	-0.05456	0.04611	-0.04656	0.01065	0.04564	-0.08806	0.11355	0.05279
VAR042	0.06792	0.02578	-0.01622	-0.08277	-0.00795	0.22505	0.08443	0.01274	0.17201	-0.15983
VAR043	0.02178	-0.00356	-0.03455	-0.04360	0.09866	0.07042	-0.04366	-0.10248	0.04564	0.21058
VAR044	0.08156	0.14257	0.10829	-0.03962	-0.05283	0.24103	0.02921	0.18083	0.15657	0.02713
VAR045	0.10203	-0.03326	-0.10857	0.09927	-0.04588	-0.15495	-0.00026	0.05061	-0.06995	0.03777
VAR046	0.07308	0.02272	-0.16975	0.21765	-0.07861	-0.06889	0.11791	-0.03165	0.06671	-0.11083
VAR047	0.10858	-0.08973	0.06049	0.04473	0.09732	-0.05676	0.14136	0.06905	-0.03932	0.37198
VAR048	0.08175	-0.15424	0.16286	-0.05532	0.14172	0.13595	0.23402	0.02571	0.06451	0.10645
VAR049	-0.05064	-0.00425	0.05180	0.02048	0.09126	-0.01089	0.15686	0.09237	0.04756	0.06194
VAR050	0.14594	0.01402	0.09569	-0.03250	0.15759	-0.01166	0.19469	0.07277	0.10213	0.20981
VAR051	0.08756	-0.01323	0.03550	-0.04260	-0.01354	0.09183	0.11312	0.01404	0.04757	-0.14519
VAR052	-0.20186	-0.16892	-0.01510	-0.04546	-0.05083	0.24601	0.01042	-0.17683	0.17152	-0.03036
VAR053	0.02199	-0.02817	-0.04849	-0.02291	-0.07993	0.10080	0.04463	0.12247	0.10749	-0.03674
VAR054	-0.11392	0.04582	-0.05103	-0.18919	0.15104	0.23328	0.12776	0.13886	0.46351	0.07010
VAR055	0.04127	0.00625	-0.02632	-0.08742	-0.02920	0.45854	-0.08854	0.10953	0.35916	-0.01451
VAR056	0.20346	0.00945	0.04284	-0.10416	0.00863	0.01918	0.11379	0.07647	0.02835	0.26792
VAR057	0.11366	0.16660	0.08997	-0.14325	-0.01877	0.06932	0.15978	0.10078	-0.06359	-0.04461
VAR058	0.08258	0.12354	0.04485	-0.00188	-0.00319	-0.06858	0.10959	0.07970	-0.00610	0.13923
VAR059	0.25193	0.16991	0.06448	-0.03955	-0.06494	0.01410	0.10165	0.15169	-0.08969	-0.14902
VAR060	0.07634	-0.07575	-0.02773	0.16281	-0.07522	-0.01616	0.13643	0.05523	-0.10441	0.01836
VAR061	0.18725	-0.07546	-0.19389	0.15869	-0.05326	-0.00618	0.06295	-0.05634	-0.01203	0.06083
VAR062	0.21157	0.03657	0.05072	0.03969	0.05042	0.22175	0.24284	0.00820	-0.07586	0.01652
VAR063	-0.05428	-0.10728	-0.06706	-0.11605	-0.11571	0.18298	-0.15095	-0.19619	0.26062	0.05485
VAR064	0.01750	-0.12800	-0.04438	0.03877	-0.12172	0.01195	0.06184	-0.07545	0.14167	0.0
VAR065	0.15283	0.36754	0.15447	0.06081	0.12150	-0.03588	0.16167	0.21691	-0.07554	-0.01529
VAR066	0.03432	0.13300	-0.00564	-0.06522	0.17274	0.04753	-0.04811	0.06223	-0.05715	-0.04027
VAR067	0.08556	-0.01341	0.13940	-0.02752	-0.02527	0.30937	0.06003	0.02257	0.22687	-0.08490
VAR068	0.01963	0.23815	0.14616	0.01373	0.24009	0.04979	0.07232	0.08155	-0.04338	0.14652
VAR069	0.10667	0.11774	-0.12957	0.11334	-0.09183	-0.13188	0.17388	0.04239	-0.08228	0.02335
VAR070	-0.12850	0.06784	0.00067	-0.01196	0.07019	0.09879	-0.06843	-0.11069	-0.02527	-0.02870
VAR071	0.04058	-0.02606	0.15163	-0.02625	0.03994	-0.08207	0.05918	-0.04981	-0.05602	0.01694
VAR072	0.15562	0.07267	-0.16061	0.27783	-0.06843	-0.13884	0.17750	0.08560	-0.13996	-0.11500
VAR073	-0.03750	-0.12336	0.02825	0.02118	0.05119	0.15206	-0.00741	-0.01535	0.09013	-0.13777

	VAR041	VAR042	VAR043	VAR044	VAR045	VAR046	VAR047	VAR048	VAR049	VAR050
VAR021	0.08800	0.06792	0.02178	0.08156	0.10203	0.07308	0.10858	0.08175	-0.05064	0.14594
VAR022	0.13409	0.02578	-0.00356	0.14257	-0.03326	0.02272	-0.08973	-0.15424	-0.00425	0.01402
VAR023	-0.05456	-0.01622	-0.03455	0.10829	-0.10857	-0.16975	0.06049	0.16286	0.05180	0.09569
VAR024	0.04611	-0.08277	-0.04360	-0.03962	0.09927	0.21765	0.04473	-0.05532	0.02048	-0.03250
VAR025	-0.04656	-0.00795	0.09866	-0.05283	-0.04588	-0.07861	0.09732	0.14172	0.09126	0.15759
VAR026	0.01065	0.22505	0.07042	0.24103	-0.15495	-0.06889	0.11791	0.13595	-0.01089	-0.01166
VAR027	0.04564	0.08443	-0.04366	0.02921	-0.00026	0.11791	0.14136	0.23402	0.15686	0.19469
VAR028	-0.08806	0.01274	-0.10248	0.18083	0.05061	-0.03165	0.06905	0.02571	0.09237	0.07277
VAR029	0.11355	0.17201	0.04564	0.15657	-0.06995	0.06671	-0.03932	0.06451	0.04756	0.10213
VAR030	0.05279	-0.15983	0.21058	0.02713	0.03777	-0.11083	0.37198	0.10645	0.06194	0.20981
VAR031	0.08800	0.06792	0.02178	0.08156	0.10203	0.07308	0.10858	0.08175	-0.05064	0.14594
VAR032	0.13409	0.02578	-0.00356	0.14257	-0.03326	0.02272	-0.08973	-0.15424	-0.00425	0.01402
VAR033	-0.05456	-0.01622	-0.03455	0.10829	-0.10857	-0.16975	0.06049	0.16286	0.05180	0.09569
VAR034	0.04611	-0.08277	-0.04360	-0.03962	0.09927	0.21765	0.04473	-0.05532	0.02048	-0.03250
VAR035	-0.04656	-0.00795	0.09866	-0.05283	-0.04588	-0.07861	0.09732	0.14172	0.09126	0.15759
VAR036	0.01065	0.22505	0.07042	0.24103	-0.15495	-0.06889	0.11791	0.13595	-0.01089	-0.01166
VAR037	0.04564	0.08443	-0.04366	0.02921	-0.00026	0.11791	0.14136	0.23402	0.15686	0.19469
VAR038	-0.08806	0.01274	-0.10248	0.18083	0.05061	-0.03165	0.06905	0.02571	0.09237	0.07277
VAR039	0.11355	0.17201	0.04564	0.15657	-0.06995	0.06671	-0.03932	0.06451	0.04756	0.10213
VAR040	0.05279	-0.15983	0.21058	0.02713	0.03777	-0.11083	0.37198	0.10645	0.06194	0.20981
VAR041	1.00000	0.01274	0.17201	0.04564	-0.08806	0.11355	0.05279	-0.15983	0.21058	0.02713
VAR042	0.01274	1.00000	0.08443	0.01274	0.17201	-0.15983	0.21058	0.02713	0.03777	-0.11083
VAR043	0.17201	0.08443	1.00000	0.04564	-0.08806	0.11355	0.05279	-0.15983	0.21058	0.02713
VAR044	0.04564	0.01274	0.04564	1.00000	-0.08806	0.11355	0.05279	-0.15983	0.21058	0.02713
VAR045	-0.08806	0.17201	-0.08806	-0.08806	1.00000	-0.15983	0.21058	0.02713	0.03777	-0.11083
VAR046	0.11355	-0.15983	0.11355	0.11355	-0.15983	1.00000	0.05279	-0.15983	0.21058	0.02713
VAR047	0.05279	0.21058	0.05279	0.05279	0.21058	0.05279	1.00000	0.21058	0.03777	-0.11083
VAR048	-0.15983	0.02713	-0.15983	-0.15983	0.02713	-0.15983	0.21058	1.00000	0.21058	0.02713
VAR049	0.21058	0.03777	0.21058	0.21058	0.03777	0.21058	0.03777	0.21058	1.00000	0.03777
VAR050	0.02713	-0.11083	0.02713	0.02713	-0.11083	0.02713	-0.11083	0.02713	0.03777	1.00000
VAR051	0.04756	0.06451	0.04756	0.04756	0.06451	0.04756	0.06451	0.04756	0.06451	0.04756
VAR052	-0.17683	0.17152	-0.03036	-0.03036	0.17152	-0.03036	-0.03036	0.17152	-0.03036	-0.03036
VAR053	0.10749	-0.03674	-0.03674	-0.03674	-0.03674	0.10749	-0.03674	-0.03674	0.10749	-0.03674
VAR054	0.46351	0.07010	0.07010	0.07010	0.07010	0.07010	0.07010	0.07010	0.07010	0.07010
VAR055	0.35916	-0.01451	-0.01451	-0.01451	-0.01451	-0.01451	-0.01451	-0.01451	-0.01451	-0.01451
VAR056	0.02835	0.26792	0.26792	0.26792	0.26792	0.26792	0.26792	0.26792	0.26792	0.26792
VAR057	-0.06359	-0.04461	-0.04461	-0.04461	-0.04461	-0.04461	-0.04461	-0.04461	-0.04461	-0.04461
VAR058	-0.00610	0.13923	0.13923	0.13923	0.13923	0.13923	0.13923	0.13923	0.13923	0.13923
VAR059	-0.08969	-0.14902	-0.14902	-0.14902	-0.14902	-0.14902	-0.14902	-0.14902	-0.14902	-0.14902
VAR060	-0.10441	0.01836	0.01836	0.01836	0.01836	0.01836	0.01836	0.01836	0.01836	0.01836
VAR061	-0.01203	0.06083	0.06083	0.06083	0.06083	0.06083	0.06083	0.06083	0.06083	0.06083
VAR062	-0.07586	0.01652	0.01652	0.01652	0.01652	0.01652	0.01652	0.01652	0.01652	0.01652
VAR063	0.26062	0.05485	0.05485	0.05485	0.05485	0.05485	0.05485	0.05485	0.05485	0.05485
VAR064	0.14167	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
VAR065	-0.07554	-0.01529	-0.01529	-0.01529	-0.01529	-0.01529	-0.01529	-0.01529	-0.01529	-0.01529
VAR066	-0.05715	-0.04027	-0.04027	-0.04027	-0.04027	-0.04027	-0.04027	-0.04027	-0.04027	-0.04027
VAR067	0.22687	-0.08490	-0.08490	-0.08490	-0.08490	-0.08490	-0.08490	-0.08490	-0.08490	-0.08490
VAR068	-0.04338	0.14652	0.14652	0.14652	0.14652	0.14652	0.14652	0.14652	0.14652	0.14652
VAR069	-0.08228	0.02335	0.02335	0.02335	0.02335	0.02335	0.02335	0.02335	0.02335	0.02335
VAR070	-0.02527	-0.02870	-0.02870	-0.02870	-0.02870	-0.02870	-0.02870	-0.02870	-0.02870	-0.02870
VAR071	-0.05602	0.01694	0.01694	0.01694	0.01694	0.01694	0.01694	0.01694	0.01694	0.01694
VAR072	-0.13996	-0.11500	-0.11500	-0.11500	-0.11500	-0.11500	-0.11500	-0.11500	-0.11500	-0.11500
VAR073	0.09013	-0.13777	-0.13777	-0.13777	-0.13777	-0.13777	-0.13777	-0.13777	-0.13777	-0.13777

	VAR051	VAR052	VAR053	VAR054	VAR055	VAR056	VAR057	VAR058	VAR059	VAR060
VAR021	0.08756	-0.20186	0.02199	-0.11392	0.04127	0.20346	0.11366	0.08258	0.25193	0.07634
VAR022	-0.01323	-0.16892	-0.02817	0.04582	0.00625	0.00945	0.16660	0.12354	0.16991	-0.07575
VAR023	0.03550	-0.01510	-0.04849	-0.05103	-0.02632	0.04284	0.08997	0.04485	0.06448	-0.02773
VAR024	-0.04260	-0.04546	-0.02291	-0.18919	-0.08742	-0.10416	-0.14325	-0.00188	-0.03955	0.16281
VAR025	-0.01354	-0.05083	-0.07993	0.15104	-0.02920	0.00863	-0.01877	-0.00319	-0.06494	-0.07522
VAR026	0.09183	0.24601	0.10080	0.23328	0.45854	0.01918	0.06932	-0.06858	0.01410	-0.01616
VAR027	0.11312	0.01042	0.04463	0.12776	-0.08854	0.11379	0.15978	0.10959	0.10165	0.13643
VAR028	0.01404	-0.17683	0.12247	0.13886	0.10953	0.07647	0.10078	0.07970	0.15169	0.05523
VAR029	0.04757	0.17152	0.10749	0.46351	0.35916	0.02835	-0.06359	-0.00610	-0.08969	-0.10441
VAR030	-0.14519	-0.03036	-0.03674	0.07010	-0.01451	0.26792	-0.04461	0.13923	-0.14902	0.01836
VAR031	0.08756	-0.20186	0.02199	-0.11392	0.04127	0.20346	0.11366	0.08258	0.25193	0.07634
VAR032	-0.01323	-0.16892	-0.02817	0.04582	0.00625	0.00945	0.16660	0.12354	0.16991	-0.07575
VAR033	0.03550	-0.01510	-0.04849	-0.05103	-0.02632	0.04284	0.08997	0.04485	0.06448	-0.02773
VAR034	-0.04260	-0.04546	-0.02291	-0.18919	-0.08742	-0.10416	-0.14325	-0.00188	-0.03955	0.16281
VAR035	-0.01354	-0.05083	-0.07993	0.15104	-0.02920	0.00863	-0.01877	-0.00319	-0.06494	-0.07522
VAR036	0.09183	0.24601	0.10080	0.23328	0.45854	0.01918	0.06932	-0.06858	0.01410	-0.01616
VAR037	0.11312	0.01042	0.04463	0.12776	-0.08854	0.11379	0.15978	0.10959	0.10165	0.13643
VAR038	0.01404	-0.17683	0.12247	0.13886	0.10953	0.07647	0.10078	0.07970	0.15169	0.05523
VAR039	0.04757	0.17152	0.10749	0.46351	0.35916	0.02835	-0.06359	-0.00610	-0.08969	-0.10441
VAR040	-0.14519	-0.03036	-0.03674	0.07010	-0.01451	0.26792	-0.04461	0.13923	-0.14902	0.01836
VAR041	0.04756	-0.17683	0.10749	0.46351	0.35916	0.02835	-0.06359	-0.00610	-0.08969	-0.10441
VAR042	0.06451	0.17152	-0.03674	0.07010	-0.01451	0.26792	-0.04461	0.13923	-0.14902	0.01836
VAR043	0.04756	-0.03036	-0.03674	0.07010	-0.01451	0.26792	-0.04461	0.13923	-0.14902	0.01836
VAR044	0.04756	-0.03036	0.10749	0.07010	-0.01451	0.26792	-0.04461	0.13923	-0.14902	0.01836
VAR045	0.06451	0.17152	-0.03674	0.07010	-0.01451	0.26792	-0.04461	0.13923	-0.14902	0.01836
VAR046	0.04756	-0.03036	-0.03674	0.07010	-0.01451	0.26792	-0.04461	0.13923	-0.14902	0.01836
VAR047	0.06451	0.17152	-0.03674	0.07010	-0.01451	0.26792	-0.04461	0.13923	-0.14902	0.01836
VAR048	0.04756	-0.03036	-0.03674	0.07010	-0.01451	0.26792	-0.04461	0.13923	-0.14902	0.01836
VAR049	0.06451	0.17152	-0.03674	0.07010	-0.01451	0.26792	-0.04461	0.13923	-0.14902	0.01836
VAR050	0.04756	-0.03036	-0.03674	0.07010	-0.01451	0.26792	-0.04461	0.13923	-0.14902	0.01836
VAR051	1.00000	-0.03036	-0.03674	0.07010	-0.01451	0.26792	-0.04461	0.13923	-0.14902	0.01836
VAR052	-0.03036	1.00000	-0.03674	0.07010	-0.01451	0.26792	-0.04461	0.13923	-0.14902	0.01836
VAR053	-0.03674	-0.03674	1.00000	0.07010	-0.01451	0.26792	-0.04461	0.13923	-0.14902	0.01836
VAR054	0.07010	0.07010	0.07010	1.00000	-0.01451	0.26792	-0.04461	0.13923	-0.14902	0.01836
VAR055	-0.01451	-0.01451	-0.01451	-0.01451	1.00000	0.26792	-0.04461	0.13923	-0.14902	0.01836
VAR056	0.26792	0.26792	0.26792	0.26792	0.26792	1.00000	-0.04461	0.13923	-0.14902	0.01836
VAR057	-0.04461	-0.04461	-0.04461	-0.04461	-0.04461	-0.04461	1.00000	0.13923	-0.14902	0.01836
VAR058	0.13923	0.13923	0.13923	0.13923	0.13923	0.13923	0.13923	1.00000	-0.14902	0.01836
VAR059	-0.14902	-0.14902	-0.14902	-0.14902	-0.14902	-0.14902	-0.14902	-0.14902	1.00000	0.01836
VAR060	0.01836	0.01836	0.01836	0.01836	0.01836	0.01836	0.01836	0.01836	0.01836	1.00000
VAR061	0.06083	0.06083	0.06083	0.06083	0.06083	0.06083	0.06083	0.06083	0.06083	0.06083
VAR062	0.01652	0.01652	0.01652	0.01652	0.01652	0.01652	0.01652	0.01652	0.01652	0.01652
VAR063	0.05485	0.05485	0.05485	0.05485	0.05485	0.05485	0.05485	0.05485	0.05485	0.05485
VAR064	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
VAR065	-0.01529	-0.01529	-0.01529	-0.01529	-0.01529	-0.01529	-0.01529	-0.01529	-0.01529	-0.01529
VAR066	-0.04027	-0.04027	-0.04027	-0.04027	-0.04027	-0.04027	-0.04027	-0.04027	-0.04027	-0.04027
VAR067	-0.08490	-0.08490	-0.08490	-0.08490	-0.08490	-0.08490	-0.08490	-0.08490	-0.08490	-0.08490
VAR068	0.14652	0.14652	0.14652	0.14652	0.14652	0.14652	0.14652	0.14652	0.14652	0.14652
VAR069	0.02335	0.02335	0.02335	0.02335	0.02335	0.02335	0.02335	0.02335	0.02335	0.02335
VAR070	-0.02870	-0.02870	-0.02870	-0.02870	-0.02870	-0.02870	-0.02870	-0.02870	-0.02870	-0.02870
VAR071	0.01694	0.01694	0.01694	0.01694	0.01694	0.01694	0.01694	0.01694	0.01694	0.01694
VAR072	-0.11500	-0.11500	-0.11500	-0.11500	-0.11500	-0.11500	-0.11500	-0.11500	-0.11500	-0.11500
VAR073	-0.13777	-0.13777	-0.13777	-0.13777	-0.13777	-0.13777	-0.13777	-0.13777	-0.13777	-0.13777

	VAR061	VAR062	VAR063	VAR064	VAR065	VAR066	VAR067	VAR068	VAR069	VAR070
VAR021	0.18725	0.21157	-0.05428	0.01750	0.15283	0.03432	0.08556	0.01963	0.10667	-0.12850
VAR022	-0.07546	0.03657	-0.10728	-0.12800	0.36754	0.13300	-0.01341	0.23815	0.11774	0.06784
VAR023	-0.19389	0.05072	-0.06706	-0.04438	0.15447	-0.00564	0.13940	0.14616	-0.12957	0.00067
VAR024	0.15869	0.03969	-0.11605	0.03877	0.06081	-0.06522	-0.02752	0.01373	0.11334	-0.01196
VAR025	-0.05326	0.05042	-0.11571	-0.12172	0.12150	0.17274	-0.02527	0.24009	-0.09183	0.07019
VAR026	-0.00618	0.22175	0.18298	0.01195	-0.03588	0.04753	0.30937	0.04979	-0.13188	0.09879
VAR027	0.06295	0.24284	-0.15095	0.06184	0.16167	-0.04811	0.06003	0.07232	0.17388	-0.06843
VAR028	-0.05634	0.00820	-0.19619	-0.07545	0.21691	0.06223	0.02257	0.08155	0.04239	-0.11069
VAR029	-0.01203	-0.07586	0.26062	0.14167	-0.07554	-0.05715	0.22687	-0.04338	-0.08228	-0.02527
VAR030	0.06083	0.01652	0.05485	0.0	-0.01529	-0.04027	-0.08490	0.14652	0.02335	-0.02870
VAR031	0.18725	0.21157	-0.05428	0.01750	0.15283	0.03432	0.08556	0.01963	0.10667	-0.12850
VAR032	-0.07546	0.03657	-0.10728	-0.12800	0.36754	0.13300	-0.01341	0.23815	0.11774	0.06784
VAR033	-0.19389	0.05072	-0.06706	-0.04438	0.15447	-0.00564	0.13940	0.14616	-0.12957	0.00067
VAR034	0.15869	0.03969	-0.11605	0.03877	0.06081	-0.06522	-0.02752	0.01373	0.11334	-0.01196
VAR035	-0.05326	0.05042	-0.11571	-0.12172	0.12150	0.17274	-0.02527	0.24009	-0.09183	0.07019
VAR036	-0.00618	0.22175	0.18298	0.01195	-0.03588	0.04753	0.30937	0.04979	-0.13188	0.09879
VAR037	0.06295	0.24284	-0.15095	0.06184	0.16167	-0.04811	0.06003	0.07232	0.17388	-0.06843
VAR038	-0.05634	0.00820	-0.19619	-0.07545	0.21691	0.06223	0.02257	0.08155	0.04239	-0.11069
VAR039	-0.01203	-0.07586	0.26062	0.14167	-0.07554	-0.05715	0.22687	-0.04338	-0.08228	-0.02527
VAR040	0.06083	0.01652	0.05485	0.0	-0.01529	-0.04027	-0.08490	0.14652	0.02335	-0.02870
VAR041	0.06083	0.01652	0.05485	0.0	-0.01529	-0.04027	-0.08490	0.14652	0.02335	-0.02870
VAR042	0.06083	0.01652	0.05485	0.0	-0.01529	-0.04027	-0.08490	0.14652	0.02335	-0.02870
VAR043	0.06083	0.01652	0.05485	0.0	-0.01529	-0.04027	-0.08490	0.14652	0.02335	-0.02870
VAR044	0.06083	0.01652	0.05485	0.0	-0.01529	-0.04027	-0.08490	0.14652	0.02335	-0.02870
VAR045	0.06083	0.01652	0.05485	0.0	-0.01529	-0.04027	-0.08490	0.14652	0.02335	-0.02870
VAR046	0.06083	0.01652	0.05485	0.0	-0.01529	-0.04027	-0.08490	0.14652	0.02335	-0.02870
VAR047	0.06083	0.01652	0.05485	0.0	-0.01529	-0.04027	-0.08490	0.14652	0.02335	-0.02870
VAR048	0.06083	0.01652	0.05485	0.0	-0.01529	-0.04027	-0.08490	0.14652	0.02335	-0.02870
VAR049	0.06083	0.01652	0.05485	0.0	-0.01529	-0.04027	-0.08490	0.14652	0.02335	-0.02870
VAR050	0.06083	0.01652	0.05485	0.0	-0.01529	-0.04027	-0.08490	0.14652	0.02335	-0.02870
VAR051	0.06083	0.01652	0.05485	0.0	-0.01529	-0.04027	-0.08490	0.14652	0.02335	-0.02870
VAR052	0.06083	0.01652	0.05485	0.0	-0.01529	-0.04027	-0.08490	0.14652	0.02335	-0.02870
VAR053	0.06083	0.01652	0.05485	0.0	-0.01529	-0.04027	-0.08490	0.14652	0.02335	-0.02870
VAR054	0.06083	0.01652	0.05485	0.0	-0.01529	-0.04027	-0.08490	0.14652	0.02335	-0.02870
VAR055	0.06083	0.01652	0.05485	0.0	-0.01529	-0.04027	-0.08490	0.14652	0.02335	-0.02870
VAR056	0.06083	0.01652	0.05485	0.0	-0.01529	-0.04027	-0.08490	0.14652	0.02335	-0.02870
VAR057	0.06083	0.01652	0.05485	0.0	-0.01529	-0.04027	-0.08490	0.14652	0.02335	-0.02870
VAR058	0.06083	0.01652	0.05485	0.0	-0.01529	-0.04027	-0.08490	0.14652	0.02335	-0.02870
VAR059	0.06083	0.01652	0.05485	0.0	-0.01529	-0.04027	-0.08490	0.14652	0.02335	-0.02870
VAR060	0.06083	0.01652	0.05485	0.0	-0.01529	-0.04027	-0.08490	0.14652	0.02335	-0.02870
VAR061	1.00000	0.01652	0.05485	0.0	-0.01529	-0.04027	-0.08490	0.14652	0.02335	-0.02870
VAR062	0.01652	1.00000	0.05485	0.0	-0.01529	-0.04027	-0.08490	0.14652	0.02335	-0.02870
VAR063

	VAR041	VAR042	VAR043	VAR044	VAR045	VAR046	VAR047	VAR048	VAR049	VAR050
VAR021	0.03477	0.09516	0.05157	0.01038	-0.00735	-0.05874	0.12030	0.06582	0.00502	-0.05174
VAR022	0.10791	-0.18676	0.02177	-0.02649	0.19227	0.07472	0.10397	-0.02333	-0.09895	-0.08268
VAR023	0.08605	0.04504	0.05782	-0.06567	-0.22944	-0.14915	0.08886	-0.04501	-0.04421	-0.04205
VAR024	0.14569	0.11038	0.07561	0.05450	0.24355	0.00517	-0.01680	-0.09560	0.20993	-0.01970
VAR025	0.04813	-0.25781	-0.00644	-0.01474	0.09205	-0.06435	0.27808	0.06317	0.09315	0.16132
VAR026	-0.01459	0.05140	0.03805	-0.07945	-0.06237	0.01106	0.17186	0.07182	0.00567	0.25882
VAR027	0.44154	0.10756	0.12924	-0.09420	-0.02180	0.09266	-0.04058	-0.17332	0.00981	0.06135
VAR028	-0.01563	-0.08366	0.19950	-0.06317	0.05489	-0.10093	0.23428	0.02390	-0.05717	0.15978
VAR029	0.04513	0.21083	0.16606	-0.05984	0.06226	0.09260	-0.00298	0.07108	-0.02956	-0.04056
VAR030	0.02782	0.10461	0.13459	-0.03287	0.11742	0.27289	0.12481	0.17546	-0.01608	0.07265
VAR031	-0.02536	0.06792	0.02178	0.08156	0.10203	0.07308	0.10858	0.08175	-0.05064	0.14594
VAR032	0.13409	0.02578	-0.00398	0.14237	-0.03826	0.02272	-0.08973	-0.15424	-0.00425	0.01402
VAR033	-0.05456	-0.01622	-0.03433	0.10829	-0.10657	-0.18975	0.06649	0.16286	0.05180	0.09569
VAR034	0.04611	-0.08277	-0.04360	-0.03962	0.09927	0.21785	0.04473	-0.05532	0.02048	-0.03250
VAR035	-0.04656	-0.00795	0.09866	-0.05582	-0.04588	-0.07861	0.09732	0.14172	0.09126	0.15759
VAR036	0.01065	0.22505	0.07042	0.24103	-0.15495	-0.06889	-0.05676	0.13595	-0.01089	-0.01100
VAR037	0.04564	0.08443	-0.04386	0.02921	-0.00026	0.11791	0.14136	0.23402	0.15686	0.19469
VAR038	-0.08606	0.01274	-0.10248	0.18083	0.05061	-0.03169	0.06909	0.02571	0.09237	0.07277
VAR039	0.11355	0.17201	0.04564	0.15657	-0.06995	0.06671	-0.03932	0.06451	0.04756	0.10213
VAR040	0.05279	-0.15963	0.21058	0.02713	0.03777	-0.11083	0.37198	0.10645	0.06194	0.20981
VAR041	1.00000	0.10585	0.10031	0.00367	-0.07862	-0.01257	-0.11140	-0.07797	0.03580	-0.04727
VAR042	0.10585	1.00000	0.05021	0.00765	-0.14450	0.02454	-0.06571	0.00763	0.01720	0.00758
VAR043	0.10031	0.05021	1.00000	0.04129	0.10540	-0.07658	-0.00255	0.17589	0.01706	-0.05708
VAR044	0.00367	0.00765	0.04129	1.00000	0.23506	-0.09128	-0.00177	0.08184	-0.01801	0.06582
VAR045	-0.07862	-0.14450	0.10540	0.23506	1.00000	0.15822	0.06965	-0.00142	0.18263	0.06816
VAR046	-0.01257	0.02454	-0.07658	-0.09128	0.15822	1.00000	0.07113	0.10063	0.00514	0.10020
VAR047	-0.11140	-0.06571	-0.00255	-0.00177	0.06965	0.07113	1.00000	0.23141	0.01301	0.06153
VAR048	-0.07797	0.00763	0.17589	0.08184	-0.00142	0.10063	0.23141	1.00000	0.04000	0.18333
VAR049	0.03580	0.01720	0.01706	-0.01801	0.18283	0.00514	0.01301	0.04000	1.00000	0.17312
VAR050	-0.04727	0.00758	-0.05708	0.06582	0.06816	0.10020	0.06153	0.18333	0.17312	1.00000
VAR051	0.09952	0.43495	-0.03333	0.02827	-0.23000	-0.03639	-0.00619	-0.10290	0.06792	-0.05309
VAR052	0.04225	-0.00055	0.00272	0.17009	-0.05970	-0.03190	-0.04172	-0.02026	-0.06145	-0.02784
VAR053	0.06084	0.03283	-0.08434	-0.03332	-0.06663	0.03664	-0.01567	-0.09382	0.15447	-0.02028
VAR054	0.11894	0.07753	0.00282	0.21076	0.02095	-0.07425	0.07753	0.14661	0.12881	0.08615
VAR055	-0.05632	0.09283	-0.00103	0.39107	-0.01869	-0.05523	-0.03093	0.16261	0.00045	0.04850
VAR056	-0.09663	-0.06656	-0.07817	-0.05668	-0.06255	-0.14036	0.19360	0.07359	0.05270	0.22414
VAR057	-0.07972	0.05668	0.16141	0.12815	-0.05559	-0.02580	0.00503	0.33513	-0.07042	0.05428
VAR058	0.03674	-0.03072	0.00907	-0.07216	0.07170	0.11160	0.03031	0.03356	0.00943	0.18329
VAR059	-0.04143	0.12262	0.01519	0.15312	-0.05020	-0.05173	-0.09329	0.04084	-0.08389	-0.00687
VAR060	0.09891	-0.08120	-0.09070	0.07688	0.08692	0.17986	0.05913	0.09991	-0.00366	0.00814
VAR061	-0.12380	-0.08312	0.10127	-0.04340	0.18086	0.15771	0.04963	-0.02093	0.01772	-0.09465
VAR062	-0.05825	0.11704	0.07549	0.00543	-0.01810	0.06101	-0.06543	0.11121	0.00875	0.00054
VAR063	0.09326	0.14034	-0.01475	0.00574	-0.16360	-0.35815	-0.12156	-0.10831	-0.05348	-0.05516
VAR064	0.21946	0.00589	0.10564	0.15531	0.10450	0.14167	-0.02664	-0.11344	0.02438	0.05104
VAR065	0.13865	0.10821	0.00417	0.08984	0.14747	-0.02474	-0.01736	-0.04124	0.15322	0.15129
VAR066	0.03954	0.10473	0.01738	0.09563	-0.09541	-0.11193	-0.06839	-0.01219	0.08833	0.00830
VAR067	0.06156	0.18727	0.03521	0.12150	-0.08341	-0.05190	-0.00894	0.22345	0.11747	0.12264
VAR068	0.03400	0.02956	0.05823	0.02298	0.01374	0.06981	0.07026	0.20316	0.06739	0.10963
VAR069	-0.00683	-0.22207	-0.12047	0.02860	0.16776	0.08659	0.04457	-0.02672	-0.05048	-0.04133
VAR070	0.26223	0.06037	-0.13457	-0.00980	-0.06282	-0.01977	-0.16373	-0.09191	0.02348	-0.02685
VAR071	0.01320	-0.00347	0.10392	0.03575	-0.09395	-0.09398	0.08971	0.15263	0.04601	0.06889
VAR072	0.00437	-0.07683	0.01686	0.02440	0.21527	0.39756	-0.01700	0.01673	0.07618	0.01926
VAR073	0.12500	0.07794	-0.10107	0.11066	0.00981	0.11569	-0.12301	0.03360	0.08495	0.00759

	VAR051	VAR052	VAR053	VAR054	VAR055	VAR056	VAR057	VAR058	VAR059	VAR060
VAR021	0.11727	-0.10953	-0.01670	-0.00451	-0.04453	0.02224	0.04433	-0.06871	0.18899	0.12953
VAR022	-0.12103	-0.09681	-0.11333	-0.09398	-0.03287	0.18362	-0.06065	0.11373	0.02180	-0.00423
VAR023	0.11405	0.15895	0.05750	-0.00965	0.06544	0.17950	0.05806	0.05719	0.17157	-0.12992
VAR024	0.05515	0.23599	-0.03049	0.14843	-0.07925	0.01770	-0.14980	0.01014	-0.17444	-0.04554
VAR025	-0.10194	-0.07911	0.04516	0.04542	0.06097	0.14825	-0.04494	0.01240	-0.18546	0.03456
VAR026	-0.00217	0.01064	-0.07149	0.09600	0.04106	0.36180	0.15928	0.22910	-0.02225	0.00416
VAR027	0.09714	0.03155	0.12972	0.04496	-0.04882	-0.03684	-0.08988	0.13725	-0.07912	0.05733
VAR028	-0.23514	-0.10005	-0.11041	-0.02076	-0.11510	0.16436	-0.04169	0.10088	-0.15069	-0.05274
VAR029	-0.00521	-0.17105	-0.00301	-0.16127	-0.01652	-0.04269	0.03090	-0.01453	-0.00513	-0.12800
VAR030	-0.12126	-0.19564	-0.07401	-0.03085	-0.04886	0.01353	0.06956	0.15598	-0.06890	-0.06737
VAR031	0.00756	-0.20186	0.02199	-0.11392	0.04127	0.20348	0.11366	0.08238	0.25193	0.07634
VAR032	-0.01323	-0.16092	-0.02817	0.04582	0.00625	0.00945	0.16660	0.12334	0.16991	-0.07575
VAR033	0.03550	-0.01510	-0.04849	-0.05103	-0.02632	0.04284	0.08997	0.04485	0.08448	-0.02773
VAR034	-0.04260	-0.04546	-0.02291	-0.16919	-0.08742	-0.10416	-0.14325	-0.00188	-0.03955	0.16281
VAR035	-0.01354	-0.05083	-0.07993	0.15104	-0.02930	0.06863	-0.01877	-0.00319	-0.06494	-0.07922
VAR036	0.09183	0.24601	0.10080	0.23328	0.45894	0.01918	0.06932	-0.06858	0.01410	-0.01616
VAR037	0.11312	0.01042	0.04403	0.12776	-0.08854	0.11379	0.15978	0.10559	0.10165	0.13643
VAR038	0.01204	-0.17683	0.12247	0.13886	0.10953	0.07847	0.10078	0.07970	0.15189	0.05523
VAR039	0.04757	0.17152	0.10749	0.46351	0.35916	0.02835	-0.06359	-0.00810	-0.08969	-0.10441
VAR040	-0.14519	-0.03036	-0.03674	0.07010	-0.01451	0.26792	-0.04461	0.13923	-0.14502	0.01836
VAR041	0.09952	0.04225	0.08084	0.11894	-0.09632	-0.09863	-0.07972	0.03674	-0.04143	0.09391
VAR042	0.43495	-0.00055	0.03263	0.07753	0.09283	-0.00856	0.05668	-0.03072	0.12262	-0.08120
VAR043	-0.03333	0.00272	-0.08434	0.00282	-0.00103	-0.07817	0.16141	0.00967	0.01519	-0.09070
VAR044	0.02827	0.17069	-0.03332	0.21078	0.39107	-0.05668	0.12819	-0.07216	0.15312	0.07688
VAR045	-0.23000	-0.05570	-0.00663	0.02099	-0.01869	-0.00255	-0.05539	0.07170	-0.05020	0.08692
VAR046	-0.03639	-0.08190	0.03664	-0.07425	-0.05523	-0.14036	-0.02580	0.11160	-0.05173	0.17986
VAR047	-0.00019	-0.04172	-0.01507	0.07753	-0.03093	0.19360	0.00503	0.03031	-0.05529	0.05913
VAR048	-0.10290	-0.02026	-0.09382	0.14061	0.16261	0.07359	0.03513	0.03356	0.04084	0.05991
VAR049	0.06792	-0.06145	0.15447	0.12881	0.00045	0.05370	-0.07042	0.00948	-0.08389	-0.00366
VAR050	-0.05309	-0.02784	-0.02028	0.08615	0.14850	0.22414	0.05428	0.18329	-0.00687	0.00814
VAR051	1.00000	0.16260	0.11225	0.01757	0.02191	-0.02141	-0.00870	-0.15167	0.21611	0.01350
VAR052	0.16260	1.00000	0.39935	0.13011	0.21700	0.05859	-0.05441	-0.04525	-0.07098	0.06076
VAR053	0.11225	0.39935	1.00000	0.02141	0.05110	0.03174	-0.11959	-0.04754	0.10648	-0.10640
VAR054	0.01757	0.13011	0.02141	1.00000	0.44103	0.05574	0.02207	-0.02548	-0.07026	-0.02566
VAR055	0.02191	0.21700	0.05110	0.44103	1.00000	0.03504	0.12647	-0.00897	0.06733	-0.06172
VAR056	-0.02141	0.05859	0.03174	0.05574	0.03504	1.00000	0.08631	0.32590	0.03731	-0.13897
VAR057	-0.00870	-0.05441	-0.11959	0.02207	0.12647	0.08631	1.00000	0.19184	0.08351	-0.04985
VAR058	-0.15187	-0.04525	-0.04754	-0.02548	-0.00897	0.32590	0.19184	1.00000	0.01837	-0.08541
VAR059	0.21611	-0.07098	0.10648	-0.07026	0.06733	0.03731	0.08351	0.01837	1.00000	0.11065
VAR060	0.01350	0.06096	-0.10640	-0.02566	-0.06172	-0.13897	-0.04985	-0.08541	0.11065	1.00000
VAR061	-0.14275	-0.11092	-0.06781	-0.12553	-0.07418	0.14410	-0.09642	0.04517	-0.05846	0.02885
VAR062	0.04338	0.10596	-0.01372	-0.04664	0.03254	-0.01398	-0.00144	0.00779	0.09888	0.22667
VAR063	0.15506	0.13023	0.03548	0.09700	0.08082	0.11858	-0.23779	-0.08885	0.05725	-0.03970
VAR064	0.14321	0.07662	0.01418	0.00496	0.06398	0.0	-0.00155	-0.04629	-0.09313	0.21888
VAR065	0.02663	-0.29149	-0.03291	0.05936	-0.01341	0.01040	0.05903	0.01728	0.05405	-0.00262
VAR066	-0.02012	-0.01397	0.10858	-0.00733	0.04544	0.09922	0.06711	0.22019	-0.04748	-0.08999
VAR067	0.13607	0.17720	-0.03663	0.11266	0.24354	0.09411	0.17603	-0.03831	0.07236	0.04763
VAR068	-0.13549	-0.07512	0.04672	0.09793	0.03816	0.07645	0.12225	0.11646	-0.00771	-0.04771
VAR069	-0.21455	-0.05461	-0.23780	-0.01267	0.01479	0.01760	0.07515	0.17848	-0.01255	-0.05759
VAR070	0.12531	0.14816	0.10654	-0.04122	0.02933	-0.01275	-0.13091	-0.06528	-0.09526	0.18426
VAR071	0.00696	-0.14089	0.04307	-0.04101	0.02140	0.08754	0.15862	0.18625	0.18978	0.02685
VAR072	-0.15502	-0.11660	0.01681	-0.10742	-0.15954	-0.02520	0.09741	0.14267	0.03746	0.07414
VAR073	0.03122	0.16714	0.00942	0.10956	0.18085	-0.02242	0.01097	-0.08576	0.00846	0.12232

	VAR061	VAR062	VAR063	VAR064	VAR065	VAR066	VAR067	VAR068	VAR069	VAR070
VAR021	-0.03101	0.08124	0.02529	0.02053	-0.00132	0.01085	0.14604	0.03680	0.01718	0.02193
VAR022	0.08722	-0.12596	-0.09086	0.09489	0.05118	0.05362	-0.10366	0.12436	0.25830	0.00168
VAR023	0.02299	-0.00821	0.18196	-0.04784	-0.04257	0.00179	0.20694	-0.01629	-0.07041	-0.00366
VAR024	-0.00647	0.09536	0.09247	0.02162	0.05207	0.02739	0.01898	0.09024	-0.06587	0.08749
VAR025	-0.06164	-0.15055	0.04103	0.02621	0.03991	-0.03006	-0.00181	0.03227	0.04292	0.00190
VAR026	-0.04675	-0.02045	-0.02202	0.03523	0.07367	0.01388	0.20801	0.07644	0.06135	-0.01832
VAR027	0.00113	-0.03947	-0.01900	0.11011	0.13711	0.05033	0.12401	0.10082	0.07249	0.19229
VAR028	0.10346	-0.01594	0.04884	-0.01800	-0.06134	-0.05305	-0.10985	0.10019	0.09475	-0.06361
VAR029	0.03627	0.02061	0.10977	0.06546	0.00666	0.05878	0.10485	-0.14962	0.00259	0.02407
VAR030	0.07770	0.00959	-0.28543	0.07160	0.14826	0.10074	0.08560	0.17021	0.10302	-0.13550
VAR031	0.16725	0.21137	-0.05428	0.01750	0.19283	0.03432	0.08556	0.01963	0.10667	-0.12850
VAR032	-0.07546	0.03057	-0.10728	-0.12600	0.36794	0.13300	-0.01341	0.23815	0.11774	0.06784
VAR033	-0.19389	0.05072	-0.00706	-0.04438	0.15447	-0.00564	0.13940	0.14616	-0.12987	0.00067
VAR034	0.15869	0.03969	-0.11009	0.03677	0.06081	-0.06522	-0.02752	0.01373	0.11334	-0.01196
VAR035	-0.05326	0.05042	-0.11571	-0.12172	0.12150	0.17274	-0.02527	0.24005	-0.09183	0.07019
VAR036	-0.00618	0.22175	0.18298	0.01195	-0.03588	0.04753	0.30937	0.04979	-0.13188	0.09879
VAR037	0.06295	0.24284	-0.15095	0.06164	0.16167	-0.04811	0.06003	0.07232	0.17388	-0.06843
VAR038	-0.05634	0.00820	-0.19619	-0.07549	0.21691	0.06225	0.02257	0.08135	0.04239	-0.11069
VAR039	-0.01203	-0.07586	0.26062	0.14167	-0.07954	-0.05715	0.22687	-0.04338	-0.08228	-0.02527
VAR040	0.06083	0.31652	0.05485	0.0	-0.01329	-0.04027	-0.08490	0.14652	0.02335	-0.02870
VAR041	-0.12380	-0.05825	0.09326	0.21946	0.12865	0.03954	0.06156	0.03400	-0.00683	0.26223
VAR042	-0.08314	0.11904	0.14034	0.00589	0.10821	0.10473	0.18727	0.02956	-0.22207	0.06037
VAR043	0.10127	0.07549	-0.01475	0.10564	0.00417	0.01738	0.03521	0.05823	-0.12047	-0.13457
VAR044	-0.04840	0.00543	0.00574	0.15531	0.08984	0.09563	0.12150	0.02298	0.02860	-0.00980
VAR045	0.13086	-0.01810	-0.16360	0.10450	0.14747	-0.09341	-0.08341	0.01374	0.16776	-0.06282
VAR046	0.15771	0.06101	-0.35815	0.14167	-0.02474	-0.11195	-0.05190	0.06981	0.08659	-0.01977
VAR047	0.04963	-0.06543	-0.12156	-0.02664	-0.01736	-0.06839	-0.00894	0.07026	0.04457	-0.16373
VAR048	-0.02093	0.11121	-0.10831	-0.11344	-0.04124	-0.01219	0.22345	0.20316	-0.02672	-0.09191
VAR049	0.01772	0.00875	-0.05248	0.02438	0.15322	0.08833	0.11747	0.06735	-0.09048	0.02348
VAR050	-0.09465	0.30054	-0.05516	0.05104	0.15129	0.00850	0.12264	0.10963	-0.04133	-0.02885
VAR051	-0.14275	0.04356	0.15506	0.14321	0.02663	-0.02012	0.13607	-0.13349	-0.21455	0.12531
VAR052	-0.11892	0.10996	0.13023	0.07802	-0.29149	-0.01397	0.17720	-0.07312	-0.05461	0.14816
VAR053	-0.06781	-0.01572	0.03348	0.01418	-0.03251	0.10858	-0.03685	-0.04672	-0.23780	0.10654
VAR054	-0.12553	-0.04664	0.09700	0.00490	0.05936	-0.00733	0.11266	0.09793	-0.01837	-0.04122
VAR055	-0.07418	0.03254	0.06082	0.06398	-0.01341	0.04544	0.24354	0.03816	0.01479	0.02933
VAR056	0.14410	-0.01598	0.11858	0.0	0.01040	0.09922	0.09411	0.07649	0.01760	-0.01275
VAR057	-0.09642	-0.00144	-0.23779	-0.00155	0.05903	0.06711	0.17603	0.12229	0.07515	-0.13091
VAR058	0.04517	0.00779	-0.08885	-0.04629	0.01728	0.20619	-0.03831	0.11648	0.17848	-0.06328
VAR059	-0.05846	0.09868	0.05725	-0.09313	0.05405	-0.04748	0.07236	-0.00771	-0.01255	-0.09526
VAR060	0.02885	0.22667	-0.03970	0.21888	-0.00262	-0.03999	0.04768	-0.04771	-0.05759	0.18426
VAR061	1.00000	0.14295	-0.02318	-0.06105	-0.00747	-0.07716	-0.03547	0.05473	0.19341	-0.10320
VAR062	0.14295	1.00000	-0.01451	-0.03015	0.01622	0.06712	0.06967	-0.03228	0.06053	0.09330
VAR063	-0.02318	-0.01451	1.00000	0.02538	-0.03528	0.04231	0.12873	-0.21073	-0.19180	0.14291
VAR064	-0.06105	-0.03015	0.02538	1.00000	0.03992	0.07085	0.00674	-0.14145	-0.01014	0.25308
VAR065	-0.00747	0.01622	-0.03528	0.03992	1.00000	0.09679	0.12114	0.04455	0.09680	0.17937
VAR066	-0.07716	0.06712	0.04231	0.07085	0.09679	1.00000	0.11410	0.06457	0.03191	0.05007
VAR067	-0.03547	0.06967	0.12873	0.00674	0.12114	0.11410	1.00000	0.00795	0.10201	0.02764
VAR068	0.05473	-0.03228	-0.21073	-0.14145	0.04455	0.06457	0.00795	1.00000	0.10672	0.04615
VAR069	0.19341	0.06053	-0.19180	-0.01014	0.09680	0.03191	0.10201	0.10672	1.00000	0.00714
VAR070	-0.10320	0.09330	0.14291	0.25308	0.17937	0.05007	0.02764	0.04615	0.00714	1.00000
VAR071	0.02835	0.04151	-0.08762	-0.04628	0.06391	0.19550	0.22664	0.07067	0.08020	-0.02121
VAR072	0.18092	0.09530	-0.34480	0.11399	0.15057	0.02431	-0.08791	0.04290	0.21883	0.03567
VAR073	0.00145	-0.01576	-0.00194	0.01693	0.08395	-0.04628	0.20960	-0.03147	0.03088	0.11128

	VAR071	VAR072	VAR073
VAR021	0.02278	0.00749	0.04358
VAR022	0.00445	0.18152	-0.10139
VAR023	-0.01005	-0.11590	0.22385
VAR024	-0.17750	-0.02330	0.11161
VAR025	-0.06820	-0.11235	-0.02610
VAR026	0.09059	0.05370	0.08234
VAR027	0.00194	0.04540	0.04001
VAR028	-0.08483	-0.07737	-0.08844
VAR029	-0.01894	0.05312	0.04713
VAR030	0.04631	0.17629	0.08050
VAR031	0.04858	0.15562	-0.03750
VAR032	-0.02606	0.07267	-0.12336
VAR033	0.15163	-0.16061	0.02825
VAR034	-0.02625	0.27783	0.02118
VAR035	0.03994	-0.06843	0.05119
VAR036	-0.08207	-0.13884	0.15206
VAR037	0.05918	0.17750	-0.00741
VAR038	-0.04981	0.08560	-0.01535
VAR039	-0.05602	-0.13996	0.09013
VAR040	0.01694	-0.11500	-0.13777
VAR041	0.01320	0.00437	0.12500
VAR042	-0.00847	-0.07683	0.07794
VAR043	0.10392	0.01686	-0.10107
VAR044	0.03575	0.02440	0.11066
VAR045	-0.09395	0.21527	0.00981
VAR046	-0.09398	0.39756	0.11569
VAR047	0.08971	-0.01700	-0.12301
VAR048	0.15263	0.01873	0.03360
VAR049	0.04601	0.07618	0.08495
VAR050	0.06889	0.01926	0.00759
VAR051	0.00896	-0.15502	0.03122
VAR052	-0.14089	-0.11800	0.16714
VAR053	0.04307	0.01681	0.00942
VAR054	-0.04101	-0.10742	0.10956
VAR055	0.02140	-0.15954	0.18085
VAR056	0.08754	-0.02520	-0.02242
VAR057	0.15862	0.09741	0.01097
VAR058	0.18625	0.14267	-0.08576
VAR059	0.18978	0.03746	0.00846
VAR060	0.02685	0.07414	0.12232
VAR061	0.02833	0.18092	0.00145
VAR062	0.04151	0.09530	-0.01376
VAR063	-0.08762	-0.34480	-0.00194
VAR064	-0.04628	0.11399	0.01693
VAR065	0.06391	0.15057	0.08395
VAR066	0.19550	0.02431	-0.04628
VAR067	0.22664	-0.08791	0.20960
VAR068	0.07067	0.04290	-0.03147
VAR069	0.08020	0.21883	0.03088
VAR070	-0.02121	0.03567	0.11128
VAR071	1.00000	0.09270	0.09903
VAR072	0.09270	1.00000	0.03648
VAR073	0.09903	0.03648	1.00000

VARIABLE	EST COMMUNALITY	FACTOR	EIGENVALUE	PCT OF VAR	CUM PCT
VAR021	0.44680	1	3.86764	7.3	7.3
VAR022	C.45454	2	3.47377	6.6	13.9
VAR023	C.44052	3	2.80013	5.3	19.1
VAR024	C.41195	4	2.51291	4.7	23.9
VAR025	C.45768	5	2.28032	4.3	28.2
VAR026	0.51791	6	2.10544	4.0	32.2
VAR027	C.41840	7	1.90716	3.6	35.8
VAR028	C.62598	8	1.80373	3.4	39.2
VAR029	0.43741	9	1.73390	3.3	42.4
VAR030	C.45033	10	1.59153	3.0	45.4
VAR031	0.54408	11	1.57384	3.0	48.4
VAR032	C.52770	12	1.45913	2.8	51.2
VAR033	C.40195	13	1.41455	2.7	53.8
VAR034	C.31013	14	1.25707	2.4	56.2
VAR035	C.46098	15	1.23928	2.3	58.5
VAR036	0.52736	16	1.22062	2.3	60.8
VAR037	C.45046	17	1.09040	2.1	62.9
VAR038	C.40010	18	1.05985	2.0	64.9
VAR039	C.52410	19	1.04323	2.0	66.9
VAR040	C.61554	20	1.01008	1.9	68.8
VAR041	C.40734	21	0.94497	1.8	70.5
VAR042	C.47101	22	0.91292	1.7	72.3
VAR043	C.41064	23	0.86909	1.6	73.9
VAR044	C.44200	24	0.85171	1.6	75.5
VAR045	0.44330	25	0.81831	1.5	77.1
VAR046	C.50870	26	0.78774	1.5	78.5
VAR047	0.39672	27	0.73404	1.4	79.9
VAR048	C.51629	28	0.72131	1.4	81.3
VAR049	C.30714	29	0.69330	1.3	82.6
VAR050	0.36502	30	0.65875	1.2	83.8
VAR051	C.44433	31	0.62534	1.2	85.0
VAR052	0.46657	32	0.60850	1.1	86.2
VAR053	0.36540	33	0.57889	1.1	87.3
VAR054	C.52003	34	0.55191	1.0	88.3
VAR055	0.55666	35	0.49854	0.9	89.2
VAR056	C.45291	36	0.49018	C.9	90.2
VAR057	C.43452	37	0.44681	0.8	91.0
VAR058	C.39155	38	0.44086	0.8	91.8
VAR059	C.43603	39	0.42509	0.8	92.6
VAR060	C.43904	40	0.40316	0.8	93.4
VAR001	C.36299	41	0.37025	C.7	94.1
VAR062	C.34370	42	0.36767	0.7	94.8
VAR063	C.49394	43	0.35814	0.7	95.5
VAR064	0.40695	44	0.31968	C.6	96.1
VAR065	C.47740	45	0.28621	0.5	96.6
VAR066	C.35064	46	0.28028	C.5	97.1
VAR067	C.49634	47	0.26833	C.5	97.7
VAR068	0.33365	48	0.23641	0.4	98.1
VAR069	C.44079	49	0.22287	C.4	98.5
VAR070	C.42440	50	0.20922	0.4	98.9
VAR071	C.38962	51	0.20690	0.4	99.3
VAR072	0.45234	52	0.19282	C.4	99.7
VAR073	C.37092	53	0.17480	0.3	100.0

VARIABLE	COMMUNALITY	FACTOR	EIGENVALLE	PCT OF VAR	CUM PCT
VAR021	C.35317	1	3.28205	17.4	17.4
VAR022	C.37481	2	2.87667	15.2	32.6
VAR023	0.28180	3	2.23972	11.9	44.4
VAR024	C.27101	4	1.85635	9.8	54.3
VAR025	C.42634	5	1.69054	8.9	63.2
VAR026	0.49380	6	1.49631	7.9	71.1
VAR027	C.36349	7	1.26654	6.7	77.8
VAR028	C.65257	8	1.20105	6.4	84.2
VAR029	C.49776	9	1.11549	5.9	90.1
VAR030	C.40622	10	0.93970	5.0	95.1
VAR031	0.58829	11	0.93323	4.9	100.0
VAR032	C.55415				
VAR033	0.23281				
VAR034	C.16308				
VAR035	C.32059				
VAR036	C.50019				
VAR037	C.28951				
VAR038	C.41481				
VAR039	C.45074				
VAR040	C.57022				
VAR041	C.41072				
VAR042	C.49011				
VAR043	C.22353				
VAR044	C.36263				
VAR045	C.30785				
VAR046	C.42646				
VAR047	C.26663				
VAR048	0.52639				
VAR049	C.15319				
VAR050	0.19854				
VAR051	0.35972				
VAR052	C.39089				
VAR053	0.09113				
VAR054	0.44201				
VAR055	C.58897				
VAR056	0.42392				
VAR057	C.33367				
VAR058	C.30321				
VAR059	0.29225				
VAR060	C.43662				
VAR061	C.28663				
VAR062	0.34373				
VAR063	C.43502				
VAR064	0.21611				
VAR065	0.30727				
VAR066	C.11615				
VAR067	C.34998				
VAR068	C.24265				
VAR069	C.30951				
VAR070	0.28116				
VAR071	C.20043				
VAR072	C.43134				
VAR073	0.14477				

VARIMAX ROTATED FACTOR MATRIX

	FACTOR 1	FACTOR 2	FACTOR 3	FACTOR 4	FACTOR 5	FACTOR 6	FACTOR 7	FACTOR 8	FACTOR 9	FACTOR 10	FACTOR 11
VAR021	-0.06116	0.11543	0.05832	-0.07631	0.05098	0.56063	0.05896	0.03195	-0.01768	0.04887	0.05266
VAR022	-0.07348	0.23663	0.11666	0.30862	-0.02264	0.03156	-0.25629	0.17915	0.06018	0.08868	-0.30821
VAR023	0.04864	0.00748	0.10599	-0.25358	0.01802	0.02902	-0.03741	0.43820	-0.01948	0.05683	0.07516
VAR024	0.07613	0.10581	0.24249	0.02396	-0.26421	-0.13769	0.27041	0.06900	0.01443	0.06005	0.15301
VAR025	0.04602	0.39212	0.06859	0.01368	-0.08214	0.12995	0.11261	0.23016	-0.12705	-0.05672	-0.35613
VAR026	0.00829	0.13094	0.07221	0.62539	0.16085	0.17864	0.22142	0.59110	-0.04695	0.03871	-0.09591
VAR027	-0.07541	0.01940	0.52652	0.06830	-0.04857	-0.06771	0.09260	0.18602	0.18368	0.12091	-0.00096
VAR028	-0.10708	0.74726	-0.02099	-0.03815	-0.11616	0.06153	-0.01158	0.15972	0.02738	0.19186	-0.01116
VAR029	-0.02533	0.10258	0.06234	0.06426	-0.02279	0.04327	-0.21876	0.00300	-0.07332	0.64421	-0.08873
VAR030	-0.07584	0.12288	0.02309	0.32509	0.23469	0.02547	0.09334	0.06879	0.06840	0.44602	-0.07978
VAR031	0.02551	0.09316	-0.11376	0.21073	0.00545	0.64568	0.00246	0.24940	0.08812	0.13784	0.12147
VAR032	0.02648	0.04813	0.07970	0.02695	-0.01637	0.32567	0.05843	-0.07704	0.64796	-0.09074	0.02099
VAR033	-0.06528	0.01465	0.01692	-0.22107	0.28137	0.17667	0.21619	0.02261	0.07548	-0.12400	0.01116
VAR034	-0.14831	-0.01738	0.11747	0.50305	-0.07462	0.09955	0.06954	-0.02050	-0.10476	-0.04385	0.01374
VAR035	-0.00528	0.15262	-0.05973	-0.15318	0.06555	0.05322	0.41991	0.04054	0.21413	-0.15627	0.12165
VAR036	0.55085	-0.06283	-0.00320	-0.23099	0.01701	0.01927	0.03095	0.02321	0.06528	0.01412	0.39295
VAR037	-0.01549	-0.00308	0.05698	0.21083	0.13911	0.23105	0.34301	0.13743	-0.02100	-0.00051	0.17091
VAR038	0.14199	-0.08163	-0.16979	0.08781	0.02103	0.43495	0.23945	-0.02806	0.21981	-0.17612	-0.15595
VAR039	0.54436	-0.10674	0.03317	-0.03044	-0.18711	-0.17669	0.16708	0.10985	-0.05213	0.16070	-0.01096
VAR040	-0.02649	0.70616	0.02869	-0.08308	-0.04437	0.04110	0.16606	0.17743	0.01644	-0.00831	0.00832
VAR041	0.02276	0.00706	0.81060	-0.04168	-0.04299	-0.02575	0.02805	-0.01820	0.13481	0.10115	-0.05962
VAR042	0.09315	-0.29901	0.10013	-0.21992	-0.02210	0.12275	0.16658	-0.00356	0.08359	0.48082	0.22856
VAR043	0.04147	0.28331	0.04486	-0.04788	0.12762	-0.05084	-0.01105	-0.08579	0.06939	0.29081	0.14002
VAR044	0.51595	0.04395	0.04098	0.05680	0.09374	0.18527	-0.06080	-0.16935	0.05796	-0.10039	-0.00868
VAR045	0.10938	0.18751	-0.01570	0.44911	-0.13926	0.03329	0.04914	-0.16419	-0.02480	0.00984	-0.09050
VAR046	-0.04574	-0.14248	0.03751	0.50310	0.00411	-0.05447	0.16841	-0.05892	-0.13890	0.16508	0.06428
VAR047	-0.02752	0.52014	-0.13325	0.04999	0.08824	0.11124	0.21634	0.15670	-0.19643	0.01043	-0.11352
VAR048	0.19038	0.19099	-0.17670	0.03950	0.54700	0.01915	0.23128	-0.02074	-0.19750	0.14711	0.09934
VAR049	0.05012	-0.02038	0.06232	0.05877	-0.06658	-0.00714	0.36816	0.01706	0.00473	0.00798	-0.03966
VAR050	0.08404	0.10699	-0.01888	0.06523	0.11856	0.04071	0.33041	0.16953	0.00473	-0.00399	-0.07891
VAR051	-0.00254	-0.36229	0.19634	-0.30020	-0.05772	0.19975	0.09523	0.02894	-0.10656	0.14337	0.11812
VAR052	0.28707	-0.06113	0.26036	-0.14043	-0.05517	-0.22913	-0.04119	0.13880	-0.23086	-0.20353	0.25826
VAR053	0.03714	-0.19798	0.05889	-0.06850	-0.15343	0.03237	0.10150	0.05566	-0.00534	0.01229	-0.04064
VAR054	0.35949	0.04009	0.02441	-0.03657	-0.05026	-0.08851	0.36940	0.01411	0.06443	-0.05362	-0.07761
VAR055	0.75048	-0.03941	-0.03750	-0.06350	0.09722	0.01672	-0.07299	0.05074	0.01441	-0.01282	-0.02747
VAR056	0.03065	0.13773	-0.11896	-0.02225	0.01379	0.65102	0.05439	0.00981	0.06831	-0.07587	-0.03020
VAR057	0.11655	-0.01681	-0.12815	0.02946	0.51404	0.07263	-0.01621	0.07166	0.14890	0.07274	0.01168
VAR058	-0.05491	0.06340	-0.02340	0.20577	0.16256	-0.10150	0.09286	0.37332	0.27312	-0.00175	-0.00874
VAR059	0.01442	-0.22968	-0.07436	-0.07134	0.14912	0.40311	-0.17199	0.04230	0.06365	-0.00264	0.09244
VAR060	-0.01354	0.03685	0.29540	0.13367	0.10281	0.25924	0.01438	-0.16698	-0.38672	-0.23129	0.13985
VAR061	-0.05106	0.12009	-0.13622	0.34668	-0.16004	-0.00653	-0.12138	0.11921	-0.01757	0.06290	0.25718
VAR062	0.01662	0.01416	0.03073	0.10164	0.04516	0.18128	0.01190	-0.00481	0.04316	-0.01100	0.54307
VAR063	0.16001	0.00527	0.12296	-0.46766	-0.30348	0.01945	-0.19911	0.15678	-0.10590	0.07106	0.05606
VAR064	0.12201	-0.01374	0.36848	0.13227	-0.04052	0.04541	-0.03574	-0.03461	-0.17462	0.06875	-0.07685
VAR065	0.01616	-0.05504	0.19855	0.12979	0.03946	0.26577	0.18797	-0.04219	0.34995	0.04869	-0.11648
VAR066	0.03163	-0.05005	0.08032	-0.04498	0.11694	-0.01348	-0.01303	0.09878	0.27868	0.05191	0.00422
VAR067	0.32238	-0.12436	0.17734	-0.10491	0.29511	0.10652	0.03221	0.22940	-0.04926	0.14906	0.10665
VAR068	0.01500	0.19178	0.30625	0.05400	0.21126	-0.05872	0.23043	0.01777	0.29505	-0.05271	0.05535
VAR069	0.02563	0.11852	0.03009	0.42194	0.09919	0.00930	-0.21280	0.13172	0.17006	-0.11833	-0.01930
VAR070	0.00703	-0.05863	0.49522	-0.06670	-0.06806	-0.01037	-0.02451	-0.03414	0.03025	-0.12401	0.07195
VAR071	-0.04782	-0.00168	0.01580	-0.00036	0.40504	0.04030	-0.03819	0.13469	0.07444	0.00238	0.00124
VAR072	-0.11714	-0.11625	0.05297	0.01780	0.07236	0.06100	0.01523	0.00307	0.07512	0.02945	0.06239
VAR073	0.20478	-0.15314	0.20484	0.04285	0.08561	-0.01351	0.05161	0.08214	-0.12230	0.01906	0.05785

TRANSFORMATION MATRIX

	FACTOR 1	FACTOR 2	FACTOR 3	FACTOR 4	FACTOR 5	FACTOR 6	FACTOR 7	FACTOR 8	FACTOR 9	FACTOR 10
FACTOR 1	-0.33017	0.51644	-0.12300	0.57167	0.22023	0.28401	0.15216	0.24628	0.18160	0.08052
FACTOR 2	-0.58914	-0.09573	-0.08854	0.29097	-0.28963	-0.32728	-0.38516	-0.39350	-0.17207	-0.06401
FACTOR 3	0.61999	-0.03532	0.04986	0.42689	0.30193	0.36354	0.05492	-0.31699	0.19097	-0.00472
FACTOR 4	0.14876	0.01957	0.77765	0.34597	-0.29276	-0.13580	0.07211	0.08726	-0.09537	0.35580
FACTOR 5	-0.59044	-0.12689	0.31116	-0.46534	-0.14026	0.42262	-0.06485	0.16422	0.27880	0.11821
FACTOR 6	-0.04865	-0.08816	-0.20066	-0.02765	0.30652	0.02130	-0.40703	0.25426	-0.38056	0.65561
FACTOR 7	0.13522	-0.10303	-0.04876	-0.02852	0.14190	-0.38511	-0.23533	0.02320	0.73013	0.31071
FACTOR 8	-0.38055	-0.20957	0.08578	-0.05800	0.36699	-0.54547	0.52968	0.21012	-0.07912	-0.03698
FACTOR 9	0.05160	-0.33637	0.10189	0.16843	0.03344	0.00842	-0.34773	0.64763	-0.11167	-0.46143
FACTOR 10	-0.01924	0.34355	0.30757	-0.00849	0.34077	-0.15146	-0.43460	-0.07467	0.18025	-0.32720
FACTOR 11	0.01339	0.10254	0.34329	-0.19145	0.53847	0.11693	-0.06820	-0.33923	-0.27958	-0.03325

	FACTOR 11
FACTOR 1	-0.17174
FACTOR 2	-0.15276
FACTOR 3	0.21388
FACTOR 4	0.01995
FACTOR 5	0.02726
FACTOR 6	0.21175
FACTOR 7	-0.33827
FACTOR 8	0.12849
FACTOR 9	-0.28020
FACTOR 10	0.55825
FACTOR 11	-0.57634

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13. ABSTRACT

The Surface Navy has had and is facing a serious problem in the area of retention of Surface Junior Officers. Through interviews and questionnaires, this study identified and examined pertinent aspects of that issue. Subjects were 162 Surface Junior Officers who were students at the Naval Postgraduate School. The results of the study revealed retention factors which appeared uppermost in the minds of the officers surveyed. Recommendations for change and attractive aspects of the Surface Navy were indicated by the respondents. Recommendations to possibly effect improvement in the Surface retention rate were included by the author.

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